

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
ARTS	Support and Expand the District’s Creative Economy, by working with the arts and business communities to create the synergies needed to grow our creative economy to rival New York and Chicago in terms of quality of programming, number of visitors, jobs created and sustained and economic activity.	OCTFME / CAH / OP OCTFME OCTFME / CAH	Launched	Ongoing	Ongoing	<ul style="list-style-type: none">• OCTFME continued the administration of the DC Film, Television and Entertainment Rebate Fund in FY17, providing demonstrated positive Return on Investment (ROI) and job creation. A FY16 Impact study completed in FY17 (and certified via IQ) reported: 1) A total of \$2.6M in rebates issued to 12 program awardees; 2) \$4.6M of "direct production-related spending" in the District" by program awardees resulting in a ROI of \$1.79 for every \$1.00 of rebate funds issued; 3) \$10.2M in "total estimated local economic impact” from direct, indirect, and induced spending, for a ROI of \$2.63 for every \$1.00 of rebate funds issued; 4) a total of 198 individual District businesses impacted by the direct media spending; 5) 321 District resident crew jobs created; 6) a total of \$1.6M in direct wages to District residents; and 7) \$2.6M in direct, indirect, and induced compensation to District residents. Updated impact data from FY17 program awardees will be available by 1/15/18.• In addition, Mayor Muriel Bowser Presents: 202Creates has activated a year-long series of events and programs designed to highlight the work of the Creative Economy sector in the District and to: 1) promote and amplify the Districts Creative Economy, 2) connect District creative residents with Government resources, and 3) build community. In FY17 202Creates supported a total of 4,362 events, films, and performances with 353 local stakeholder partners and 14 government agency partners. The hashtag #202Creates generated 74.5M potential social media impressions, an increase of 34% year over year.•Lastly, in FY17 the Creative Economy Career Access Program (CECAP) launched a second cohort, offering 4 District residents free media training and a paid on-the-job training placement with a local creative economy employer.
ARTS	Invest in Arts Education in School. working with private and non-profit partners to ensure all students have access to arts education. Access to arts programming, like graphic design for example, in our schools can lead directly to future employment for our students.	CAH	Launched	Ongoing	Ongoing	<p>In FY17, CAH successfully launched the Field Trip Experiences grant program, providing \$1.45M in grant support to nonprofit arts organizations for students in grades K-12 to attend a live music, theater or dance performance, in order to allow more District youth the opportunity to access and engage with the arts.</p> <p>In addition, CAH launched the Arts Education Symposium featuring local and national leaders in discussion on arts education policy and practice.</p>
ARTS	Incentivize Artists to Live, Collaborate and Create. commits to helping create an environment whereby these artists can afford to live in the District by creating housing incentives.	OCTFME DMPED OP / OCTFME / CAH	Launched	Ongoing	Ongoing	<p>The activation of OCTFME’s Southeast DC location expanded in FY17, hosting an increased number of Mayor Muriel Bowser Presents: 202Creates co-working space pop-up events, as well as 202Creates-branded networking events and workshops designed to help advance the careers of creative professionals. These co-working events featured DSLBD presentations on how creative economy entrepreneurs can grow small businesses; information from CAH on how District creatives can apply for arts grants; and appearances from the Washington Area Lawyers for the Arts (WALA) and DC Bar Pro Bono Center offering DC creatives free legal advice on how to protect their IP and grow their creative enterprises.</p> <p>CAH worked with DHCD to include priority points for "artist live work" or "artist housing" in a 2017 RFP for affordable housing funds.</p> <p>Since FY15, CAH has expanded its support to individual artists and humanities practitioners to 213 individual grant awards and \$1,055,000 in grant funds. This is an increase in support through the Arts and Humanities Fellowship Program to an additional 120 individuals and \$405,000 more in grant funds since FY15.</p>
ARTS	Incentivize Artists to Live, Collaborate and Create.	OP / OCTFME / CAH CAH	To Launch	Launched	Ongoing	<ul style="list-style-type: none">• The launch of DC Radio 96.3 HD4 in FY17 made history by providing the first ever District government radio/digital platform that can be used to promote, support, and facilitate the growth of the music and creative economy industries in the District, as well as offer media education opportunities for District Youth that aspire to pursue creative/STEAM careers. This new platform provides District creatives a dynamic new communication and entertainment platform that will allow them to express their creativity, promote their creative endeavors, and collaborate.• In FY17 Mayor Muriel Bowser Presents: 202Creates programming included initiatives, meet-ups and networking events that encouraged and facilitated District creatives' ability to network, collaborate and create. 202Creates programming that contributed to this effort included: two (2) “Creative Conversation Series Events;” one (1) “Creative Economy Roundtable;” and ten (10) creative co-working events that connected roughly 200 creatives and engaged 19 public/private partners. One of the FY17 co-working events included a presentation from the Great Streets program on live-work creative space opportunities in the District. <p>CAH offered special equity and inclusion workshops targeted to professionals in the arts education field, identifying best practices to work with individuals with specific needs. A new monthly series of workshops, Business of the Arts, is an opportunity for individuals to learn best practices in the field related to fundraising, marketing, board development, data collection and other relevant professional skills necessary to be successful. In addition, CAH made the gallery at 200 I Street SE available to local curators in need of an exhibition space through a competitive process, in order to create additional opportunities for the visual arts community.</p>
ARTS	Revitalize the D.C. Commission on Arts and Humanities to be a major actor in the creative economy tasked to equitably supporting artists and arts organizations in all eight wards, working closely with cultural tourism partners to attract visitors, supporting more parades and festivals, and establishing a world-class public art program. The results will include more employment and engagement opportunities for DCbased artists and arts organizations, a lively arts scene, and a thriving creative economy.	CAH	Launched	Ongoing	Ongoing	<p>In FY 17, CAH expanded the agency's grantmaking opportunities to include a robust mid-year cycle to be responsive to the needs of applicants and provide more timely support. The Facilities and Buildings grant program was redesigned to account for the varying factors that affect nonprofit organizations in need of funds for planning, repair, renovation and property purchase.The Sister Cities Grant was revitalized this year to foster cultural exchanges between DC artists and organizations with Sister Cities around the globe.</p> <p>In addition, the agency increased outreach and funding opportunities to communities in wards 7 and 8 through CAH’s East of the River grant program. Applicants are now eligible to perform a live work sample during the adjudication panel to supplement the written narrative. Public events, grants workshops and other technical assistance sessions are provided in locations around the city and online, with special efforts targeting sites in wards 7 and 8.</p> <p>Throughout FY17, CAH instituted a Greater Accountability in Grantmaking and Procurement process to ensure competitive practices and transparency of internal processes. As a result, members of the public receive greater customer service through opportunities to participate in CAH initiatives. Guidelines for grants have been revised to provide greater clarity to the intent and criteria of each program, and front-line staff is present in the community for workshops or information sessions to better address inquiries as they arise. This accountability program has helped to realign and redefine the agency’s mission and objectives in respect to its grantmaking and procurement. Furthermore, these efforts brought CAH into greater compliance with District standards and policy, bolstering its commitment to public service.</p> <p>Lastly, CAH created the LiftOff grant program aiming to build the capacity of smaller nonprofit organizations with budgets of \$250,000 or less. LiftOff initiated in FY17 for FY18 execution.</p>
EDUCATION	Provide additional resources to chronically underperforming schools in all eight wards, with a specific focus on the 25 lowest performing schools in the District.	DGS	Launched	Launched	Ongoing	<p>In fiscal year 2017, DGS worked with DCPS to develop a list of school stabilization projects for the summer of 2017. This priority list consisted of schools that could benefit from cosmetic and/or aesthetic enhancements, which included fresh painting, new lighting, upgraded heating and cooling systems, and enhanced safety features. The schools and projects included: Smothers ES - Ward 7 (Rood and Window Replacements), Eliot Hine ES - Ward 6 (Door Replacements), CW Harris ES - Ward 7 (Window Replacements), Kimball ES - Ward 7 (Window Replacements), Stanton ES - Ward 8 (Facade Work) and Coolidge HS - Ward 4 (Roof Replacement).</p>
EDUCATION	Expand SchoolStat, a data-driven performance-management system currently used by DCPS, to evaluate the success of public education policies and procedures across the District (pre-K, K-12, Charter and DCPS, OSSE, UDC, and the Community College), with a focus on specific areas in need of improvement.	DME	Launched	Reconsidered	Reconsidered	<p>Continued use of EdStat by the Every Day Counts! Task Force brings together agency leaders, community members, students and others, to evaluate data and make recommendations regarding how best to reduce the impact of truancy on student learning and success.</p> <p>Continued use of RecStat at the Department of Parks and Recreation, a similar model to SchoolStat, to ensure conversations about policy and programming are grounded in data and analysis.</p> <p>Continued use of SchoolStat by DC Public Schools allows the leadership team to evaluate its investments and areas for improved services and supports for students, in the interest of sharing greater information with the community regarding the performance of its schools.</p> <p>During FY17, the University of the District of Columbia established a data-centric culture with the adoption of student management reporting tools such as DegreeWorks and EAB CAMPUS. Both tools will provide University faculty and staff with information needed to guide students to graduation, utilizing reporting and analytical tools to manage risks, accelerate degree progression, and monitor completion indicators. These tools have already begun to improve student matriculation, with 90% of the professional University advising staff currently utilizing them.</p> <p>The University also has launched several operational dashboards, which will provide executive management with data points to drive strategic decision-making and planning, beginning FY18.</p> <p>In collaboration with OSSE, UDC is sharing a data project (SLED) to assist in tracking DC residents who enroll in postsecondary education. We are using this information to project the amount of student support services the University will need to provide for prospective students.</p>

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EDUCATION	Provide additional resources to chronically underperforming schools in all eight wards, with a specific focus on the 25 lowest performing schools in the District.	DCPS / DGS	Launched	Launched	Ongoing	<p>DCPS announced Excellence through Equity funding, which provides \$2.6 million in investments to all 115 DCPS schools to close the achievement gap. Funding was based on the number and concentration of students who scored Level 1 or 2 on the 2017 Partnership for Assessment of Readiness for College and Careers (PARCC) assessment.</p> <p>OSSE provided approximately \$2 million in competitive school improvement grants to 6 of the District’s lowest-performing schools to support the implementation of their school improvement plans.</p> <p>OSSE continued the Learning Support Network for schools that have not shown improvement and are designated for state intervention under ESEA. Participating schools were assigned experienced coaches that provide support that is tailored to the schools’ particular needs.</p>
EDUCATION	Expand quality early childhood education programs to reach more students at a younger age across the District to ensure that all children are prepared to succeed in K-12 education and beyond.	DMHHS / OSSE OSSE PCSB DCPL	Launched	Ongoing	Ongoing	<p>In December 2016, OSSE updated regulations governing the licensure of child development facilities throughout the District of Columbia to ensure that care provided in the District’s licensed child development facilities is not only safe, but also supports children’s healthy development, future academic achievement, and success. The new regulations seek to improve the quality of early childhood programs by ensuring that the early childhood workforce meets new minimum education requirements.</p> <p>OSSE provided a legal clinic to help hundreds existing and aspiring child care providers understand and navigate the rules and regulations that govern child care facilities in Washington, DC.</p> <p>In September 2017, OSSE launched My Child Card DC, a one-stop online resource that helps families find and compare childcare options in Washington DC, covering 467 child development centers and home-based providers. This website will help parents make more informed choices about childcare.</p> <p>Announced that District government would make space available for child care providers in three government-owned buildings, including at Thaddeus Stevens School and directed \$11 million to create 1,000 infant and toddler seats over the next three years.</p> <p>OSSE Launched Thrive by Five DC, the District’s first comprehensive childhood health and learning initiative. Thrive by Five DC will empower and support families with young children through a holistic approach to healthy childhood development.</p> <p>OSSE expanded First Step to support 150 high schools students with an opportunity to earn the nationally recognized CDA credential while simultaneously completing their high school graduation requirements.</p> <p>OSSE released the State of Pre-K in the District of Columbia report, highlighting that the District continues to be a leader in pre-K access and investment, while showing gains in quality across public and public charter schools and community-based settings.</p> <p>Through the Mayor’s enhancement grant in the FY18 budget, OSSE is now working to incentivize child development providers to increase the number of high-quality infant and toddler seats in the areas of the city with the highest market-rate demand.</p> <p>We are planning to launch expansion and replication grants for child development providers who are seeking to expand their program by opening new locations or expand in existing space. OSSE will provide grant funding to offset expansion costs.</p> <p>Simultaneously, we are working with DME and DGS to identify three suitable sites in District-owned buildings that could be leased to private providers, to expand the affordable, accessible, and high-quality system of child care development centers.</p> <p>DC Public Library continued STAR Books from Birth program and has reached more than 31,229 children in the District and 90 percent of the children living in the program's target areas (Wards 1, 5, 7 and 8).</p> <p>DCPS has set big goals for early literacy. As part of A Capital Commitment 2017-2022, one of DCPS’ six big goals over the next five years is to ensure that 100 percent of K-2 students are reading on or above grade level. DCPS will work to ensure students are reading on grade level by 3rd grade through a coherent and aligned preK-12 literacy strategy with an initial focus on early literacy.</p>
EDUCATION	Increase STEM education options across the District to ensure that our students are prepared for the jobs of the future by strengthening partnerships with industry, universities, the federal government, and the many outstanding STEM-related non-profits based in the District and throughout the region.	Education Cluster UDC	Launched	Ongoing	Ongoing	<p>Continued investments to ensure students are prepared with the technical skills needed to compete in the 21st century under the STEM Plan.</p> <p>Launched robotics initiatives with FIRST and VEX robotics, emphasizing engineering and computer science in the PreK-8 grade levels.</p> <p>Launched Project Lead the Way (PLTW) initiative, focused on STEM implementation in K-5.</p> <p>Hosted the DC STEM Fair, engaging over 300 students and their families from across all sectors. This year the STEM Network also launched the STEM Ambassadors program, a community engagement initiative. Ambassadors have connected with over 4,000 parents and families over the course of the year.</p> <p>Launched a collaborative with Johns Hopkins - 30 high school students selected competitively from across the country get college credit for a 6-week summer program at UDC undertaking STEM-related projects.</p> <p>Opened a state of the art Laser Rapid Manufacturing System with support from the U.S. Department of Defense, creating STEM-related atmosphere and promoting undergraduate and graduate research in advanced manufacturing. The research equipment is the only one of its kind at a HBCU.</p> <p>Received a DOE-National Nuclear Security Agency-supported "Consortium of Advanced Manufacturing" grant for STEM. This is a consortium grant that includes eight HBCUs and three DOE laboratories. This program focuses on developing a highly skilled workforce pipeline from underrepresented groups, specifically HBCUs.</p> <p>Receivevd a NSF Noyce Teaching Fellows Grant – Trains 20 minority science teachers for middle grade, high need schools. Supports two -10 graduate student cohorts. Mentoring and financial supports are provided (\$20,000.00 scholarship UDC MAT program; 4 years of mentoring that follow them into the classroom).</p> <p>DCPS opened a new career academy in Health Sciences at Coolidge High School. We also added math and coding classes and clubs at several schools as part of our middle school initiative.</p> <p>UDC continued Verizon Minority Male Makers, an intensive summer program with academic mentoring and supports, which serves 2 cohorts of 100 minority middle school males around STEM activities with a focus on robotics and app development.</p> <p>Continued investments to ensure students are prepared with the technical skills needed to compete in the 21st century under the STEM Plan.</p>
EDUCATION	Increase STEM education options across the District to ensure that our students are prepared for the jobs of the future by strengthening partnerships with industry, universities, the federal government, and the many outstanding STEM-related non-profits based in the District and throughout the region.	DCPL	Launched	Ongoing	Ongoing	<p>DC Public Library continued the GlaxoSmithKlein Science in the Summer program in 12 locations throughout the District for 398 elementary students.</p> <p>The Library hosted a Teen Techathon in the Martin Luther King Jr. Memorial Library. The day-long event was designed to interest African-American and other minority students in STEAM (Science, Technology, Engineering, Art and Math) fields with workshops on topics like Natural Language Processing, Video Game Design and Coding languages.</p> <p>In January 2018, DCPL will be launching an early childhood technology literacy workshop series for 16 pre-kindergarten to 2nd graders and their families at four neighborhood libraries. Funded through a grant from the American Library Association and Google, these technology-free workshops teach the skills that serve as the basis for coding and computer science like decomposition; pattern recognition; classification schemes and algorithm design.</p> <p>In the spring or early summer, the Library will launch an after-school workshop series with Girls Who Code in neighborhood libraries that will provide an after school opportunity for young people to learn about coding and its applications.</p>
EDUCATION	Work to double the number of community schools (6 community schools in 2014) in the District in an effort to better meet the needs of all communities	OSSE	Launched	Ongoing	Done	<p>Supported 8 new grantees through the community schools initiative beginning in Oct 2017. For the 2017-18 school year, 25 traditional public and public charter schools have community school models.</p> <p>Several DCPS schools received Community School Incentive Initiative Grants this year. In October 2017, Mayor Bowser announced new DCPS awardees of the District’s Community School Incentive Initiative Grant: Eastern High School, J.O. Wilson Elementary School, Stanton Elementary School, Jefferson Academy, Amidon-Bowen Elementary School, Cardozo Education Campus, and Roosevelt High School.</p>

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EDUCATION	Support innovative efforts to better educate our students, beginning with a proposal to lengthen the school day for every public school student in the District	DCPS DPR OSSE	Launched	Ongoing	Ongoing	<p>DME launched the Office of Out of School Time Grants and Youth Outcomes (OST Office). The OST Office will ensure the more than 33,400 young people who attend subsidized out-of-school time programs across the District of Columbia have access to high-quality learning opportunities outside of the normal school day.</p> <p>In Spring and summer 2017, DME awarded \$4 million to 79 community programs to non-profits and community organizations to serve children and youth.</p> <p>DCPS continues to offer extended school year to thousands. In August 2017, more than 4,000 students began school on the extended-year calendar. Students at extended-year schools benefit from additional classroom learning time across all subjects – from math and English language arts, to world language and music. Aimed at eliminating summer learning loss, the extended-year calendar offers extra support for the students who need it most. The academic school year is extended from 180 to 200 days, and breaks are added throughout the school year to accompany the traditional winter and spring breaks. Students who attend an extended-year school starting in kindergarten gain an additional year of learning by the time they reach the 8th grade.</p> <p>OSSE reenrolled 205 students through the ReEngagement Center and offered wrap around services to more than 600 students re-enrolled since its inception.</p> <p>In 2017, DPR served 6,522 summer camp participants, 236,544 outdoor pool patrons, and over 3,900 guests through mobile recreation activities.</p>
EDUCATION	Support efforts to provide greater autonomy to high-performing schools and support the development of a more holistic approach to evaluating school success that looks beyond standardized test scores	DME / OSSE OSSE	Not done	Launched	Ongoing	<p>Established a common accountability system under Every Student Succeeds Act (ESSA) requirements, which was approved by the U.S. Department of Education in Aug 2017. The new system takes a more holistic approach to evaluating school success.</p> <p>Launched work to develop a DC School Report Card, which will serve as the main platform for communicating a diverse set of school quality indicators to families and the community, including the accountability system metrics.</p>
EDUCATION	Support the District’s shift in the direction identified by the Department of Education to focus more on outcomes for students with special needs, while continuing the progress that has been made on basic compliance and delivery of services.	DDS / OSSE	Launched	Ongoing	Ongoing	<p>Acknowledged by the federal Department of Education for making significant progress related to its ability to serve children ages 3-21 with qualifying disabilities under Part B of the federal Individuals with Disabilities Education Act (IDEA), while continuing to meet requirements related to serving infants and toddlers with qualifying disabilities under Part C of IDEA.</p> <p>83% of Individualized Education Programs (IEP) reviewed complied with Individuals with Disabilities Education Act (IDEA) secondary transition requirements, up from 61% in 2016.</p> <p>River Terrace Education Campus now serves more than 130 special education students after opening its newly modernized doors in School Year 2015-2016. DCPS has also seen gains in special education enrollment, as well as gains for special education students in PARCC assessments.</p> <p>Provided a variety of pre-employment transition services (Pre-ETS) to more than 1,900 students with disabilities during the 2016/2017 school year, to support a trajectory towards post-secondary success, including either enrollment in post-secondary education, training, or employment. Pre-ETS Services included: job exploration counseling; work-based learning experiences; counseling regarding options for post-secondary education; workplace readiness training; and peer supports for self-advocacy. This year the pre-employment transition service program, which was launched in 2015, significantly increased the provision of pre-employment transition services by reaching 64 percent of transition age students with disabilities. Of the students who were engaged in pre-employment transition services, 205 students with significant mental or physical disabilities, including intellectual disabilities, autism, or emotional disturbances, engaged in work-based learning. This includes 25 students that were supported by the DDS Jumpstart program (launched in 2015) for a week-long boot camp prior to the start of the Marion Barry Summer Youth Employment Program (MBSYEP), which focused on soft-skills development and work-place readiness skills, prior to going to their MBSYEP placements. There were also 13 students enrolled in the Project Search program, 8 at the Embassy Suites hotel and 5 at the Smithsonian Institute. Project Search exposes youth with significant disabilities to a variety of career paths within certain industries. The goal of Project Search is to place them in one of those career paths in the form of being employed in an integrated and competitive environment. To date, 5 of the Embassy Suite students have obtained employment at the hotel and 2 of the Smithsonian students are now employed at the institute. Both of these programs are significant because students who have work experience prior to exiting high school are much more likely to be employed once they leave school.</p>
EDUCATION	Increase the District’s investment in professional development for teachers of students with disabilities, promote cross-sector collaboration on promising practices for closing achievement gaps and raising performance through different instructional strategies, and commit to expanding the District’s monitoring of special education beyond simple compliance measures to the development of aggressive goals for improving student outcomes.	OSSE	Launched	Ongoing	Ongoing	<p>Expanded the DC Staffing Data Collaborative to to help LEAs develop a strategic staffing policy to attract and retain the teachers they need. The Collaborative provided LEAs with actionable data analysis and recommendations to assist with effective talent management of high quality teachers. 35 LEAs that represent over 90% of schools in the District participate in the Collaborative.</p> <p>Offered a series of in-person trainings to District educators on positive behavior support, effective response to behavioral crises, and nonviolent crisis prevention. OSSE also partnered with Restorative DC, a project of SchoolTalk Inc., to host a community of practice for LEAs on the implementation of restorative justice practices.</p> <p>The University of the District of Columbia has focused on improving Human Resources for the University. In FY17, major investments were made in professional development, including substantive revamping of HR’s performance management and on-boarding.</p> <p>To encourage a culture of faculty improvement and enhancement, the Center for Advanced Teaching and Learning was established to promote teaching effectiveness and professional development for faculty.</p>
EDUCATION	Accelerate the pace of school reform by discontinuing ineffective programs and policies and replicating those that have demonstrated strong outcomes to ensure that all students receive a high quality public education.	PCSB	Launched	Ongoing	Ongoing	<ul style="list-style-type: none"> Approved three charter applications for new schools to address particularly high needs: <ul style="list-style-type: none"> Digital Pioneers Academy is a computer-science focused middle school that seeks to locate in either Ward 7 or 8. The school will open with 120 6th graders and add one grade per year until it reaches full capacity at 360 students in 2020-21. The Family Place is an adult school that will locate in Ward 1 and educate 120 students in its first year. It will offer English as a Second Language, workforce training and literacy development education to low-income, limited English proficient adults in the District. North Star College Preparatory Academy for Boys is a college-preparatory middle school and will seek to locate in Ward 7 or 8. The school will open with 85 fourth graders, adding a grade each year to serve 425 students in grades four through eight at capacity in its fifth year. Granted enrollment ceiling increases for several high performing LEAs: DC Prep, Elsie Whitlow Stokes, KIPP DC and Mundo Verde. In our work to improve key measures of equity, we created an English Learner (EL) Specialist role, started PLCs for EL LEA staff and created an EL monitoring policy. Increased the high school graduation rate by 0.5 percentage points to 73.4 percent.
EDUCATION	Launch an initiative to target those schools on the brink of being highly-regarded by parents	DCPS	Not Done	Launched	Ongoing	<p>DCPS continues to bring high-quality, powerful lessons aligned to DCPS units of study through the Cornerstones initiative. Students experience Cornerstones across grade levels and content areas, including ELA, math, science, social studies, art, health, PE, and world languages. Developed by DCPS teachers, Cornerstones make meaningful real-world connections through engaging and rigorous content, and are taught through proven, high-impact instructional models.</p> <p>DCPS is expanding supports for secondary students. DCPS has expanded college and career support, ensuring more 10th, 11th, and 12th grade students receive a tailored postsecondary plan for college or career. Piloted at Ballou High School, H.D. Woodson High School, and Anacostia High School in School Year 2016-2017, College and Career Coordinators ensure that all students have plans for high school and beyond, more exposure to college via tours and expos, and assistance with SAT prep and FAFSA completion. College and Career Coordinators are supporting students at Ballou High School, Coolidge High School, Anacostia High School, Cardozo Education Campus, Dunbar High School, H.D. Woodson High School, Columbia Heights Education Campus (CHEC), Eastern High School, and Roosevelt High School. DCPS is also continuing to invest in Opportunity Academies (Luke C. Moore High School, Washington Metropolitan High School, Ballou STAY High School, and Roosevelt STAY High School) to give more students, especially over-age, under-credited students, a path to graduation. This includes: providing Summit Personalized Learning, an instructional program that integrates high-quality, individualized digital learning in all core subjects; offering specialized programming to prepare students for college and the workplace; and providing students with increased out-of-class opportunities, including paid internships and expanded athletics programs.</p>
EDUCATION	Prioritize efforts to make the budget process, both overall and at the school-level, more transparent and participatory, to increase the ability of stakeholders to be active and engaged.	DME / OSSE	Launched	Ongoing	Ongoing	<p>Created the DCPS Data Center, an online resource for parents to learn about the budget process, interact with data, view individual school budgets, and provide feedback on allocations.</p> <p>In FY17, UDC developed a fiscal model for financial forecasting. This strategic initiative has reached a 100% completion point. The fiscal model is being used to develop the financial plan for the University’s strategic plan.</p> <p>UDC’s budget development process continues to evolve, gathering input from the entire University Community. During FY17, several University-wide town hall sessions (held at both the Van Ness and Community College sites) reviewed spending, shared progress on institutional goals, addressed questions, and weighed future funding needs. The University Budget Committee, comprised of deans, faculty, administrators, and students, also held quarterly sessions to review spending, and to approve the FY19 budget. Finally, the Board of Trustees’ Audit, Budget and Finance (ABF) Committee reviewed quarterly spending rates, and recommended the FY19 budget for approval by the University’s full Board.</p> <p>The University is currently developing a year-round budget process that will be even be more engaging, data-centered and aligned to short- and long-term institutional goals, using a multi-year fiscal model that has already been developed.</p>

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EDUCATION	Committed to mayoral control of public schools and to leading an effort to evaluate the current model of school governance in the District to ensure that all pieces of the school governance apparatus fit together in a way that positions the school system and its students for long-term success.	DME	Launched	Done	Ongoing	<p>Chancellor Wilson and Mayor Bowser together launched the new five-year strategic plan for DCPS, focused on bringing excellence through equity to all DCPS students. In addition, Mayor Bowser, Deputy Mayor Niles, and Chancellor Antwan Wilson announced in August 2017 a multi-agency plan to reopen the historic Thaddeus Stevens School as an infant and toddler child development center and an expansion of School Without Walls at Francis-Stevens.</p> <p>DME's Cross-Sector Collaboration Task Force has been convened on a monthly basis and formed two working groups engaged in honing a set of recommendations to the mayor this spring. The working groups, focused on coordinating sector processes for opening, closing, and siting schools; and (2) collaborating across sectors to better serve at-risk students have also heard from various experts. In addition, DME convened a working group to launch the implementation of one of the Task Force's initial recommendations on mid-year mobility.</p>
EDUCATION	Reengage private sector partners and raise an additional \$50 million to support new school reform efforts in the District to better prepare our students for success and make Washington, DC schools a proof point for the nation	DCPS	Launched	Ongoing	Ongoing	The DC Public Education Fund will support the priorities in the new DCPS strategic plan. The DC Public Education Fund continues to support DCPS initiatives and is focusing this year on priorities related to the new five-year strategic plan: Educate the Whole Child, Accelerate Early Literacy, College and Career Readiness, and Ensuring Excellent Schools.
EDUCATION	Accelerate the pace of school reform by discontinuing ineffective programs and policies and replicating those that have demonstrated strong outcomes to ensure that all students receive a high quality public education.	Cluster	Launched	Ongoing	Ongoing	<p>Student performance on the PARCC statewide assessment increased by 4% in English & Language Arts and by 2% in Math (students scoring at highest levels). Nearly all student groups improved, including: both males and females, students with disabilities, at-risk students, economically disadvantaged students, students experiencing homelessness, Black/African American students, and Hispanic/Latino students. The statewide graduation rate for public high schools increased by 3.2% over the previous school year, with 72.4% of students graduating in four years. There was a 1.6% increase in statewide enrollment in our public schools.</p> <p>DME launched Every Day Counts!, a citywide effort to increase attendance. The campaign will increase public awareness and supports the work of the Every Day Counts Taskforce to increase attendance. They have: held a second annual student design challenge; provided school leaders with tools and resources available at attendance.dc.gov, and provided 100+ incentives (tickets, gift cards, etc.) to award improved or perfect student attendance. Additionally, DME has tackled transportation barriers by ensuring Kids Ride Free and re-launching a safe passage initiative to create safe passage plans in five target areas.</p> <p>After 6 months of citywide engagement, DCPS launched a new five-year strategic plan, A Capital Commitment 2017-2022. DCPS Launched Reign: Empowering Young Women as Leaders program. As part of Reign, 12 schools received Innovation Grants totaling \$381,000 to build community, confidence, and leadership skills in young women of color.</p> <p>Announced an agreement between DCPS and the Washington Teacher’s Union. Agreement included: salary increases; additional benefits; and structured collaborative engagement between DCPS and the WTU on various issues, including extended-year schools. Agreement also gives an additional \$51 million to charter schools.</p> <p>Mayor Muriel Bowser and Chancellor Antwan Wilson announced Excellence through Equity (EtE) funding, a \$2.6 million investment to support efforts to close the achievement gap. All schools received funding based on the number and concentration of students who scored Level 1 or 2 on the 2017 PARCC assessment. Schools can use the funding to build innovation around attendance, literacy and math instruction, and social and emotional learning.</p> <p>The District of Columbia International (DCI) and Latin American Montessori Bilingual (LAMB) Public Charter Schools opened on the former Walter Reed Campus.</p> <p>The University of the District of Columbia continues to see improvements:</p> <p>Since 2014, the University’s new student enrollment has increased by 25%; the DC-UP scholarship program currently enrolls 155 students with a 94%; launched the Academic Master Plan initiative to align academic programs with workforce competencies; reinstated programs in Mortuary Science and Nursing.</p> <p>The University launched the development of PhD programs in computer science and engineering, and urban leadership and entrepreneurship that will enroll students in AY 2018-2019.</p>
EDUCATION	Ensure that parents are in the best position possible to participate in the process of creating high-quality public schools in every neighborhood, by working to ensure the collection of citywide student and parent satisfaction data from both DCPS and charter schools	DCPS PCSB	Launched	Ongoing	Ongoing	<p>Gathered feedback from parents and community members through community meetings co-hosted with the State Board of Education in all 8 wards to inform the development of the new statewide accountability system to measure school quality.</p> <p>Gathered extensive feedback on what measures of school quality matter most to parents through a parent and community engagement toolkit to inform the development of the DC School Report Card. OSSE developed and promoted this toolkit that parents could use to host feedback sessions independently and then share back with OSSE what they heard. As of November 29, 2017, the public engagement activities resulted in more than 430 touch points with community members. A total of 172 community members took the online survey, and 258 participated in an in-person feedback session. Our collective efforts engaged a diverse cross-section of the city’s population including parents, teachers and administrators, and representatives from community-based organizations. Respondents reside in all of the city’s eight wards and reflect the racial and ethnic diversity of the District of Columbia.</p>
EDUCATION	Prioritize the improvement and expansion of career and technical education opportunities that are aligned with workforce options and expectations in the region	OSSE / DCPL DCPS / DOES DCPS OSSE DPR	Launched	Ongoing	Ongoing	<p>In partnership with the District’s Workforce Investment Council, awarded 10 new sub-grantees \$4.3 million in Adult Education and Family Literacy Act grant funds and workforce training funds, combining these federal and local funds in an effort to strategically coordinate efforts and fund eligible providers to offer Integrated Education and Training (IE&T) programs. IE&T programs are based on a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement.</p> <p>350 adult residents received or have qualified to receive a State Diploma upon passing the GED or the NEDP (National External Diploma Program).</p> <p>UDC launched an Infrastructure Academy, a partnership between DC Government and utility, union, university, and private sector partners that will create a pipeline to in-demand infrastructure jobs for District residents.</p> <p>The DC Workforce Investment Council has established that UDC is eligible to be a training provider for CTE programs, and for DOES partnerships.</p> <p>DPR reproduced lifeguard trainings at select DCPS locations. Additionally, established a dedicated program to capture and retain youth initially unsuccessful in obtaining lifeguard credentials used for employment.</p> <p>Coolidge High School launched a new Health Sciences Career Academy. This school year, Coolidge High School launched the Health Sciences Career Academy to develop a pipeline of students with the skills and experiences they need to pursue health-related degrees and professions. Students will have access to rigorous health and science courses, college tours, and other trips to gain hands-on experience in the field, and academic support. The renovation of Coolidge High School will include state-of-the-art spaces for the Health Sciences Career Academy and mass media program. The DCPS Career Team also continues to pair students with career-ready internships to gain early exposure to the workforce and implement the skills they acquire through the Tenacity Curriculum.</p>

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
EDUCATION	Increase collaboration between and amongst our public school sectors to ensure the sharing of resources and best practices, by empowering the Deputy Mayor for Education to make recommendations	DME	Launched	Ongoing	Ongoing	<p>DME's Cross-Sector Collaboration Task Force convened on a monthly basis and formed two working groups, one focused on coordinating the two sector's planning processes for opening, closing, and the other on collaborating across sectors to better serve at-risk students.</p> <p>The first working group focused on three areas in which better coordination across sectors would have positive impacts on students and families: (1) identifying common data and information that should inform program and facilities planning; (2) establishing processes for securing and considering public input on planning decisions; and (3) aligning each sector's decision-making timelines.</p> <p>The Task Force's second working group has focused broadly on identifying areas in which citywide, cross-sector efforts can dramatically improve outcomes for students who are at-risk of academic failure. After several months of examining research, hearing expert presentations, and deliberating internally, the working group has developed a number of proposals. These draft proposals are organized around issues such as the distribution of at-risk students across schools and sectors; options for disengaged youth and students who are off-track for graduation; the identification and expansion of programs that serve at-risk students effectively; and the effective use of data and information.</p> <p>In addition, DME and My School DC launched pilot programs to implement the Task Force's initial recommendations, designed to streamline the process of mid-year entry and transfer, create a new program to support students in need of a mid-year transfer based on safety-related concerns, and collect information and data to better understand student mobility and how our choice-rich education environment impacts enrollment across schools, LEAs, and sectors.</p> <p>DCPS and charter school principals are also learning and growing together. In January 2017, DC Public Schools and Georgetown University announced the first-ever DCPS-charter cohort of the McDonough School of Business Executive Master's in Leadership (EML) program. Featuring a cohort model of 10 DCPS and 10 DC charter school leaders, the DC Public School Leaders (DCPSL) EML program enhances the skills and capacity of public school principals, while facilitating best-practice sharing across district and charter schools. In the 11-month program, the 10 DC Public Schools and 10 charter school principals take 14 courses and participate in three residency sprints. In each sprint, principals partner with a peer from a different school sector to design solutions to overcome collective challenges. Courses take place every other Friday and Saturday, and principals spend time visiting their peers' schools for real-time, hands-on learning experiences.</p>
EDUCATION	Prioritize increased investment in University of the District of Columbia and the Community College	UDC / CC	Launched	Ongoing	Ongoing	<p>The University of the District of Columbia has been building a foundation for the regeneration of the University, already achieving the following outcomes in the process:</p> <ul style="list-style-type: none">• Since 2014, the University's new student enrollment has increased by 25%.• The DC-UP scholarship program has 155 students currently enrolled, a 94% retention rate, and a 233% increase in matriculants since year one.• From the Fall of 2016 to Fall of 2017, UDC has produced an 11% increase in FTIC retention (from 43% Fall 2016 to 54% Fall 2017).• In FY 2017, the Academic Master Plan initiative was launched to align academic programs with competencies needed in the workforce to respond to employment needs in the District and elsewhere.• In fiscal year 2017, the University launched a new chapter with the development of PhD programs that will enroll students in AY 2018-2019: the DC PhD program in Computer Science and Engineering in SEAS; Established an MOU with Fielding Graduate University and Tulane University to launch a PhD program in Urban Leadership and Entrepreneurship that will be based at UDC.• As of Fall 2017, the University already has begun enrolling students in two other new programs: An online graduate Digital Media program in CAS; An undergraduate program in Urban Sustainability. <p>In Fiscal Year 2017 the University worked fervently to reinstate programs in Mortuary Science and Nursing. Both programs are in candidacy for reaccreditation, and students began matriculating in Fall 2017.</p> <ul style="list-style-type: none">• UDC Community College unveiled a newly renovated Bertie Backus auditorium in August of 2017, which is serving the DC community.• UDC launched the UDC Workforce Edge (UDC-WE) partnership, a program that will support adult learners who want to get a high school diploma or a GED. UDC-WE is a dual-track Community College program that enables adult learners enrolled in DC public charter high schools to learn valuable workforce training skills, while earning a high school diploma or GED.• UDC began fully using its new Student Center to enhance the UDC student experience.• UDC laid the groundwork for its workforce to professional degree pathway program, which supports students have a seamless academic experience between certificate programs through professional degrees.• UDC upgraded customer service through the use of IT solutions• UDC is offering more robust, industry standard professional development opportunities for UDC faculty and staff.• UDC also has several new cross-sector partnerships that will increase opportunities for success among our current and prospective students: The Institute for Youth Development, a partnership with the Deputy Office of the DC Mayor. UDC will house the Youth Development Center staff at 801 N. Capitol, and will be responsible for establishing and delivering high quality learning to youth development providers throughout the District, utilizing workshops and other training opportunities;• In partnership with OSSE, a pre-college Bridge program was held, focusing on preparing rising high school seniors for their first year of college (6-week program; intensive math, reading and English programming).
EDUCATION	Prioritize the attraction, development, and retention of outstanding educators and school leaders and support the continued leadership of DCPS Chancellor Kaya Henderson	DME	Done		Ongoing	<p>Chancellor Wilson launched a bold new strategic plan. In the new DCPS five-year strategic plan, A Capital Commitment 2017-2022, the district will strive to ensure excellence through equity so that every student has what he or she needs. This new plan includes a new mission and vision, as well as new values, strategic priorities, and goals for DCPS to ensure success for every students, in every school, every day.</p> <p>DCPS also released new grant funds that can be used to support instruction and other elements of schools climate and performance that attract and retain strong teachers and leaders. Excellence through Equity (EtE) funding, a \$2.6 million investment will support the work schools are doing to ensure more students are performing on or above grade level. Schools can use the funding to build innovation around attendance, literacy and math instruction, and social and emotional learning.</p>
EDUCATION	Transform the District's Middle Schools by 2020, a process that will include the identification of those schools that need change the fastest, the renovation and/or construction of new buildings, and the evaluation and re-imagination of the curricular and extra-curricular offerings	DCPS OSSE	Launched	Ongoing	Ongoing	<p>DCPS has made a significant investment in middle schools for School Year 2017-2018. This year, 6th grade students in DCPS are expected to participate in at least one extracurricular program. New offerings include: coding clubs, lacrosse, wrestling, rugby, archery, and hockey, as well as wheelchair track and field and unified basketball for students with disabilities. Building on recommendations from the Algebra Task Force, this school year, all DCPS middle schools are offering algebra, and through the addition of engineering and computer science electives, more students will have access to robust STEM courses before reaching high school. These electives are supported by the addition of 750 new computers. DCPS has also added a new 6th grade at MacFarland Middle School, and our PARCC assessment shows strong growth in the middle grades. Lastly, DCPS is supporting eight middle school websites to ensure our middle schools have an accurate, updated, and robust web presence for students, families, and communities.</p> <p>DCPS provided Reign innovation grants to 12 schools, which provide target investments to middle grades at 6 schools. These grants aim to build community, confidence, and leadership skills in young women of color and by directing resources to address disparities in student satisfaction, graduation rates, and PARCC scores.</p> <p>Expanded community schools incentive grant to include 3 additional schools with middle grade students to support improving academic achievement, reducing absenteeism, building stronger relationships between students, parents, and communities, and improving the skills, capacity, and well-being of the surrounding community.</p>
ENVIRONMENT	Increase the resources available to District agencies to combat quality of life issues like rodent infestation, to ensure that the District remains among the healthiest, most livable and enjoyable cities in America.	DOH	To Launch	Launched	Ongoing	<p>DOH conducts multi agency community blitzes with – Department of Public Works (DPW), Department of Consumer and Regulatory Affairs (DCRA), Metropolitan Police Department (MPD) and Mayor's Office of Community Relations and Services (MOCRS) every Tuesday for rodent abatement and pest code enforcement in all 8 wards of the District. In addition, weekly Friday Rodent Control Task Force outreach, education, inspections, baiting, and enforcement efforts are conducted.</p> <p>Launched Rat Riddance Initiative in spring 2016 which included various pilot initiatives (i.e., educating businesses and public on effective use of wire mesh, utilizing dry ice).</p> <p>Purchased 25 solar compactor litter cans for dissemination in the wards. The solar cans can hold five times the amount of litter; hence, decreasing overflow of trash.</p> <p>Entered into an agreement with the National Park Service (NPS) to conduct inspection and baiting for rodents at 52 parks. The five (5) year agreement was implemented on October 1, 2016 and is currently in its first of four option years. DOH pest controllers inspect and bait, on average, 20 parks every week. High priority parks are baited weekly and low priority are inspected quarterly. This partnership has yielded over 350 additional hours of rodent surveillance in its first quarter of implementation.</p> <p>For FY18, exercising Option Year 2 of MOA with the Department of Human Services (DHS) to conduct general pest control services at three (3) homeless shelters and one (1) residential transition building.</p>
ENVIRONMENT	Lead efforts to develop a modern, comprehensive, innovative energy policy that ensures District residents and businesses have the best service – and the lowest rates – from reliable sources of energy, with the smallest environmental footprint possible.	DGS	Launched	Ongoing	Done in 2016	<p>As of the conclusion of FY17, DGS-Sustainability and Energy (DGS-SE) had installed 9.3 megawatts of solar photovoltaic (PV) on District government roofs and parking lots via the solar power purchase agreement (PPA) signed in fall 2015 and launched installations of the second, smaller solar PPA. DGS-SE exceeded its summer demand response target of 3.6 megawatts (MW) by reducing electricity load at 27 District government sites by 4.1 MW. As a result, DGS helped prevent grid blackouts and brownouts and, in the process, generated more than approximately \$115,000 in revenue. DGS-SE continues to offset 100% of District government electricity use with green, renewable energy.</p>

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017	
ENVIRONMENT	Increase funding for repairs and improvements to public parks and playgrounds to encourage health and fitness District-wide and ensure the safety of all District residents who utilize the District’s recreational facilities, particularly children and young adults.	DPR	Launched	Ongoing		DPR is investing over \$294,000,000 in Capital funds over the next 6 years for parks, recreation facilities, aquatic centers, dog parks, playgrounds etc. In partnership with DGS, DPR is currently managing several construction projects, including Palisades Recreation Center, Marvin Gaye Recreation Center, East Potomac Pool, and Langdon Pool. Additionally, DPR completed ADA improvements at 3 recreation centers, installed new access and security infrastructure at 6 recreation centers, and invested in new technology for 3 tech lounges. Currently, the agency is preparing for the groundbreaking of the Edgewood Recreation Center, which will feature DPR’s first rooftop farm. Finally, DPR is in the finalizing the design for the country’s first net-zero recreation center at Ft. Greble Park.	
ENVIRONMENT	Lead efforts to develop a modern, comprehensive, innovative energy policy that ensures District residents and businesses have the best service – and the lowest rates – from reliable sources of energy, with the smallest environmental footprint possible.	DOEE	DGS	Launched	Ongoing	Done in 2016	DOEE is implementing Clean Energy DC and Climate Ready DC plans to put the District on a path to achieve its energy and climate goals, including reducing greenhouse gas emissions by 50% by 2032.
ENVIRONMENT	Ramp up programs and policies that encourage and incentivize the use of solar technologies, particularly by middle and low-income households.	DOEE		Launched	Ongoing	Done in 2016	DOEE is now implementing Solar for All in order to increase the amount of solar generated within the District, and to provide the benefits of locally-generated solar energy to low-income households, small businesses, nonprofits, and seniors. In FY17 DOEE awarded nine 18-month Solar for All Innovation and Expansion grants totaling over \$12.5M.
ENVIRONMENT	Work with community partners, both public and private, to aggressively expand the District’s urban tree canopy efforts with the goal of planting the requisite number of trees five years ahead of schedule.	DOEE		Launched	Ongoing	Ongoing	DOEE continues to coordinate and co-chair the Urban Forestry Advisory Council. DOEE oversaw the planting of 12,400 trees in the District in FY17 and plans to exceed this number in FY18. DOEE has two grants with nonprofit organizations that will result in 1,200 trees being planted at schoolyards and parklands in 2018, and DOEE will award a grant to plant 1,500 trees annually on large parcels starting in 2018.
ENVIRONMENT	Require the inclusion of greening initiatives in all economic development proposals to maximize opportunities for job creation and economic growth in the District.	DOEE		Launched	Ongoing	Ongoing	DOEE worked closely with DMPED, DGS, DHCD and DCPL to include sustainability measures in solicitations for development projects including solar. Efforts resulted in a near net-zero design for the SW Branch Library, a net zero affordable housing development, and sustainability improvements for all projects. DOEE institutionalized green economy efforts that will continue to develop high quality workforce development opportunities for District residents and grow the local green economy. In particular, DOEE’s Solar Works DC and Green Zone Environmental Program received the Environmental Council of States Innovation Award in 2017. These pipeline programs prepare District residents for sustainable careers in the fields of energy and the environment. Additionally, DOEE introduced its second cohort of Green Fellows, which provides DC area students pursuing advanced degrees to complete professional-level environmental projects in DOEE.
ENVIRONMENT	Implement the brownfields tax incentive, approved by the Council in 1999, tailoring deployment so as to advance cleanups that would not have otherwise happened.	DOEE		To Launch	To Launch	Ongoing	After a Request for Proposal to draft regulations did not receive any responses, DOEE is looking at completing the work in-house.
ENVIRONMENT	Ensure cross-agency and cross-government collaboration to accelerate the return of this important and iconic waterway to DC residents, and provide agencies with the resources and support necessary to complete the Anacostia Riverwalk Trail.	DOEE	DDOT	Launched	Ongoing	Ongoing	<p>DOEE completed 90% of all Phase 2 Remedial Investigation field work and completed internal drafts of the Phase 2 Remedial Investigation Report and Feasibility Study for the Anacostia River Sediment Project. DOEE continues to coordinate closely with the federal and local partners and environmental stakeholders as the project moves towards its Record of Decision that will specify the clean up options and restoration goals for the River. DOEE has invited potentially responsible parties to participate in a Consultative Work Group to increase buy in for the Record of Decision and to begin cost recovery discussions. DOEE, NPS, and DMPED have began the Remedial Investigation for Poplar Point, which will lead to the clean-up of this important parcel slated for parklands and development along the Anacostia River. Additionally, DOEE has four stream restoration projects for tributaries of the Anacostia River currently underway: Springhouse Run, Alger Park Stream, Fort Dupont, and Stickfoot Branch.</p> <p>The DDOT green infrastructure team continues to work with DOEE to identify and implement stormwater mitigation projects to improve the water quality of the Anacostia. In 2017, DDOT started the design for 2 more green alleys, the Alger Park neighborhood, and a 3 block portion of Dix Street to support DOEE stream restoration projects. DDOT also completed a half mile section of Minnesota Avenue, which resulted in several facilities to manage stormwater. DDOT continues to request funding from EPA grants, local budget, and other various sources to implement additional stormwater retrofit projects. Since FY15, DDOT has installed 9071 new street trees in wards 5, 7 & 8.</p>
ENVIRONMENT	Improve the District’s sustainability (specifically to improve the District’s Siemens rankings of the District, from 8th most sustainable city in North America in 2011) by focusing on the implementation of environmental policies and practices that reflect the best practices of urban jurisdictions around the world, conducting a top to bottom sustainability audit of District government to realize tangible gains within her first 100 days in office, and ensuring that all DC agencies are in compliance with the District’s environmental laws by designating a Sustainability Officer to coordinate compliance efforts.	DOEE		Launched	Ongoing	Ongoing	DOEE launched the Sustainable DC 2.0 process to update the Sustainable DC Plan. This process includes extensive community engagement, researching best practices from across the US, and working with technical experts to update the plan’s quantitative rigor. Related, DCHR allowed the SDC 2.0 survey to be a part of the new hire orientation from June - September which allowed new hires to learn about sustainability in the District and also inform the plan update process. In addition, DOEE completed the 2017 Sustainable DC Progress Report in April 2017, which assesses progress towards meeting the District’s 2032 sustainability goals. Currently 72% of the plan’s actions are underway and 25% are complete.

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
ENVIRONMENT	Promote and expand efforts to make the District a zero waste city, which will result in both economic growth and a reduction in carbon emissions and toxins	DOEE / DPW	Launched	Ongoing	Ongoing	<p>The Interagency Waste Reduction Working Group, which includes representatives from DGS, DPR, DPW, and DOEE, continued its work to design and develop of waste diversion education and outreach materials and ensure coordination of waste diversion programs led by represented agencies. In October 2017, the Zero Waste website (zerowaste.dc.gov) was unveiled. The website is a one-stop resource for District residents, businesses, and schools to learn about how to recycle, compost, reduce waste, and properly dispose of hazardous waste.</p> <p>Additionally, DPW-serviced households received a recycling informational mailer letting them know what can now be recycled throughout the District and introducing them to the expanded list of items. The information in the mailer was reinforced by an advertising campaign that included ads in the Metro, on Metro buses, on Pandora, on social media, and in multiple local print publications.</p> <p>To prepare commercial properties for the new recycling and food serviceware requirements that take effect January 1, 2018, DPW—in partnership with DOEE and DGS—offered 13 recycling engagement webinars and meetings targeting various stakeholder segments, such as college and universities, the food and beverage industry, and multifamily residential properties. Participants were given the opportunity to provide feedback about recycling guidance as they transition to the new requirements. The new recycling and food serviceware requirements go into effect citywide on January 1, 2018.</p> <p>In January 2017, DPW released the District’s first-ever Solid Waste Diversion Progress Report, covering FY15-16. The report includes FY15 solid waste data and diversion rates, FY15 & 16 accomplishments, and FY17 planned initiatives.</p> <p>In April, the Department of Public Works launched the Food Waste Drop-off Programs at farmers markets in each ward. In 2017, over 87,000 pounds of food waste was collected from over 11,000 drop-offs.</p> <p>For the second year in a row, District agencies coordinated the zero waste efforts at the Kingman Island Bluegrass & Folk Festival in May 2017. With over 7,000 attendees, the festival was able to achieve a 78.8% diversion rate.</p> <p>In November 2017 PaintCare, the District’s Paint Stewardship Program, celebrated its 1-year anniversary and held its 4th large-scale, one-day collection event. In its first year, Paint Care collected over 325,000 pounds of paint. More than 75 percent was recycled.</p> <p>DC’s eCycle DC program which diverts electronics from the waste stream by requiring manufacturers to collect computers, TVs and their peripherals is entering its 2nd year. The program is bolstered by the District electronics disposal ban that will effective on the first of the year. DOEE created its textile diversion initiative, ReThread DC to encourage residents to keep clothing out of the waste stream.</p>
ENVIRONMENT	Create a neighborhood-based Green Space Task Force to identify 1) existing green spaces in need of modernization and/or improvement and 2) new District-owned spaces (unused land) that can be utilized for innovative purposes, like community gardens.	DOEE / DGS / DPR / DPW	Reconsidered	Ongoing	Ongoing	<p>DPR is working collaboratively with the Office of Planning, DDOT, and NPS on developing an official Small Parks Master plan for the District . This plan highlights all DPR and DDOT small parks (ie. Triangle, circle and pocket parks) that range from 1/4 - 1 acre in size. OP, DPR and DDOT are beginning to identify and confirm each parcel to begin general planning and developing guidelines for the function of each parcel. In the interim, DPR has started actively improving a minimum of 2 small parks per year, including a new the agency’s first meditation garden located at 13th and Kansas NW, and the SW Duck Pond. There is also funding for park improvements at 2 triangle parks, Hill East Parks.</p> <p>A draft version of the small parks plan is being created by OP, DOEE, DPR, DGS, and DDOT and will be published in FY18. DOEE has completed the construction of three park retrofits through a partnership with DGS and DPR. An additional six park retrofits are to be contracted in FY18. DOEE is working through challenges establishing agreements with sister agencies for meadow establishment, low mow and no mow projects, and will continue to engage the directors of DGS, DPW, and DDOT.</p>
ENVIRONMENT	Demonstrate the leadership needed to make the District “climate ready.”	DOEE	Launched	Ongoing	Done in 2016	Since launching Climate Ready DC in November 2016, DOEE has been working with sister agencies to incorporate the recommendations in existing policies and plans including the Comprehensive Plan, construction codes, HSEMA preparedness and mitigation plans, and the 100 Resilient Cities initiative. In a partnership between Climate Ready DC and the District’s Solar for All program, DOEE issued a grant to create a tool to assess the resilience of the District’s affordable housing and will be completing resilience assessments on 20 properties in FY18. Climate Ready DC was recognized as one of 4 finalists for a global award from the C40 Cities Climate Leadership Group and Bloomberg Philanthropies for the best climate adaptation planning efforts. Since launching Climate Ready DC in November 2016, DOEE has been working with sister agencies to incorporate the recommendations in existing policies and plans including the Comprehensive Plan, construction codes, HSEMA preparedness and mitigation plans, and the 100 Resilient Cities initiative. In a partnership between Climate Ready DC and the District’s Solar for All program, DOEE issued a grant to create a tool to assess the resilience of the District’s affordable housing and will be completing resilience assessments on 20 properties in FY18. Climate Ready DC was recognized as one of 4 finalists for a global award from the C40 Cities Climate Leadership Group and Bloomberg Philanthropies for the best climate adaptation planning efforts.
GOOD GOVERNMENT & FULL DEMOCRACY	Achieve transparent budget autonomy and pushing forward to achieve statehood for all District residents.	All	Launched	Ongoing	Ongoing	During FY17 DBH held forums with all stakeholders including consumers, family members, providers, advocacy groups and interested citizens to get their input on the budget development and services provided. This will be an ongoing process.
GOOD GOVERNMENT & FULL DEMOCRACY	Overhaul procurement to provide greater openness and accountability in our procurement system as well as targeted resources to help the small business community.	OCP	Launched	Ongoing		<p>OCP initiated procedural and system enhancements, which have resulted in timely and manageable procurement forecasting. All OCP customer agencies submitted comprehensive acquisition plans on schedule. Procurement spend for FY18 is projected to be \$5.6 billion.</p> <p>OCP’s industry outreach program reached over 1,500 members of the business community through a series of events including DC Buys, an annual reverse trade fair, monthly vendor and DC Supply Schedule workshops, the OCP in the Wards town hall series, special engagements with the Chief Procurement Officer, and responding to over 2,000 Customer Contact calls.</p> <p>OCP’s Procurement Training Institute delivered procurement instruction to 1,368 participants, involving 2,207.5 classroom hours. Specialized training was requested by several agencies including the Department of General Services, which realized training for 117 managers. There were 46 off-site procurement training sessions with 512 participants completing each course. Also, OCP’s Procurement Foundation course realized a 100% passing rate for procurement and non-procurement personnel.</p> <p>OCP customer agencies awarded at least \$867.5 million in purchase orders to Certified Business Enterprise contractors.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Commit to making our local government one of the most accessible systems in the country.	OCA DFHV	Launched	Ongoing	Ongoing	<p>The Open Government Advisory Group continue to monitor District government efforts to improve transparency and ease of engagement. DC launched an Open Data Policy in FY17, a model for government transparency and a great step toward unlocking the power of data sharing.</p> <p>In FY17, DFHV continued to post data visualizations on the DFHV web site (https://dfhv.dc.gov/page/dfhv-dashboard-and-statistical-data-sets) about the District’s vehicle-for-hire industry, including the number of vehicles in service, drivers, revenue generated, trip concentration, and research reports.</p> <p>DFHV also published taxicab trip data to the DC Open Data portal. The data shows helps the public understand the industry’s economic contributions in the District. In addition, publishing taxi trips data gives the opportunities to researchers outside the agency to analyze the data and provide/publish useful studies.</p> <p>DFHV also posted information on the agency web site about the compliance of taxicab companies in the areas of wheelchair accessible vehicles, taxicab universal color scheme, and vehicle age requires.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Commit to making our local government one of the most accessible systems in the country.	DMPED / DCRA / DDOT DCTC DMV ODR / OCTO DMPED DMV	Launched	Ongoing	Ongoing	<p>DMPED released its Delivering Tracker, a “micro-site” that lists all of the DMPED’s accomplishments, press releases, and articles, dating back to 2016.</p> <p>DDOT continues to make improvements to the website, one of which was for the public to request meetings with DDOT via the web site so that the agency can be more easily available to the public. DDOT launched a new initiative in May to host quarterly ANC Open Houses. The agency successfully hosted two – one in June, one in October – inviting all ANC commissioners, Council members and staff, and MOCRS. The events are structured based on feedback ANC commissioners submitted before and after each Open House. About 30 guests, including ANC members from each Ward, joined for each, visiting with DDOT leadership and staff from each of the agency’s divisions. The events offer a strategic opportunity for ANC commissioners to ask questions and become more adept with DDOT’s resources, while DDOT learns about ANC priorities. DDOT improved the TOPS (Transportation Online Permit System) to allow the traffic control plans related to large development projects to be viewed by the public. Also this year DDOT relaunched its blog d. delivers (ddotdelivers.com), which aims to communicate directly with the public about agency thinking, planning, and news. Recent topics include tree canopy expansion and spending on roadway paving. In November DDOT began a Weekly Construction Update to which citizens can subscribe and receive the list of alley, sidewalk, and road paving projects planned for the following two weeks.</p>

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GOOD GOVERNMENT & FULL DEMOCRACY	Implement Data-driven Performance Management Accountability, specifically performance goals tied to budget priorities for all city agencies.	OCA	Launched	Ongoing	Ongoing	<p>Continued to work with agencies to improve the quality of their performance plans and the quality of the data collected on a quarterly basis. OCA continued to monitor performance on a quarterly basis and held 14 CapSTATs to explore a range of topics including: Permitting, EMS Reform, 311 Services, Fleet Maintenance, Child Abuse Investigations, and New Psychoactive Substances present in the district.</p> <p>The Lab formally launched in July 2017, maintaining 37 projects in their portfolio (at various stages of completion), and boasts a rapidly growing public presence (launched a website and social media following, as well as 24 public guest speaker events).</p> <p>In October 2017, The Lab completed an evaluation with over 2,220 MPD officers to examine the effects of BWCs on police use of force, civilian complaints, policing activity, and judicial outcomes. This study was the largest RCT examining the effects of BWCs to date. The Lab found that BWCs had no detectable effect on any of the measured outcomes.</p> <p>In an effort to address the city's growing rat problem, The Lab and DOH have developed a predictive model to generalize data coming in through the city's 311 system to identify locations where rodent activity is likely based on the environmental factors that contribute to rat infestation.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Launch OpenDC, a practical solution to opening access to government data and information in order to collaborate with public and private sector innovators in setting budget priorities, tracking city service requests and procurement dollars, monitoring infrastructure and other development projects.	OCTO	To Launch	To Launch		<p>OpenDC website was replaced by opendata.dc.gov and ogag.dc.gov.</p> <p>On April 27, Mayor's Order 2017-115, established a new Data Policy, is one of the most progressive and comprehensive in the nation. District agency data is now open by default to the public to the fullest extent consistent with safety, privacy, and security. The new Data Policy requires District agencies to inventory enterprise datasets and classify those datasets by level of sensitivity; and annually publish the inventory, including the classifications, as an open dataset.</p> <p>Released a significant update to the District's Data Catalog at http://opendata.dc.gov. The catalog now features recently published web applications built by DC that directly link to the data. It also takes visitors to a wealth of educational content for using web services, APIs and an even a application starter kit for developers. The catalog will continue to grow as more content and data mature and as visitors directly reach out to the team.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Hire the DC government's first Chief Innovation Officer to help find new and more fiscally responsible ways for the government to partner with the private sector and non-profit community in order to find more open and accountable ways to create government efficiencies.	OCTO; OCA	Launched	Reconsidered	Reconsidered	OCTO hired its first two data scientists. One is co-assigned as a Fellow with The Lab @ DC and other is concentrating on organizing and analyzing 9-1-1 and 3-1-1 data for OUC.
GOOD GOVERNMENT & FULL DEMOCRACY	Implement an open budget system that relies on public input before agency heads propose their priorities and hold agencies accountable for the investments made by opening the budget and the budget process to all.	OCA EOM	To Launch	Launched	Done	OpenBudgetDC, the on-line tool, continues to offer residents the opportunity to engage and explore the District's budget and individual agencies' budgets. During FY17, OCA hosted 3 budget engagement forums.
GOOD GOVERNMENT & FULL DEMOCRACY	Hold quarterly innovation challenges to bring experts and other community members to the table to share information and find innovative solutions to solving some of our local problems, such as affordable housing creation, homelessness prevention and parental engagement in school reform. The Administration will set the standard in municipal challenges by launching DC Challenge opening them up not only to technologists, but to federal partners and civic-minded entrepreneurs as well, with education challenges and civic challenges and health challenges and even "challenge challenges," which will let the public submit ideas for DC Challenges.	DDOT / OCTO DMPED OCTO Lab @ DC	Launched	Ongoing	Ongoing	<p>DMPED hosted third annual #innoMAYtion Hackathon, partnering with Washington Post this year.</p> <p>DDOT hosted the second annual DC Vision Zero Hackathon (#SaferStrongerSmarter) during which participants continued to analyze Open Data related to pedestrian and bicycle safety. DDOT's Urban Forestry Division planted more than 8,100 trees during the 2016-2017 planting season (October 2016-May 2017). The District now has more than 215,000 public trees, more than 150,000 of which are street trees, and 38.7 percent urban tree canopy – well on the way to achieving the goal of 40 percent by 2032. At this planting rate, every Ward will have a more than 90 percent stocking level by 2020 (i.e., close to completely planted). The team also launched a new app (https://treewatering.ddot.dc.gov/treewatering/) to promote community engagement with the city's tree infrastructure.</p> <p>The Lab hosted a first-of-its-kind Form-a-Palooza in July 2017. Similar to a hackathon, it brought together District agencies, as well as 100 residents and stakeholders, to systematically improve five District forms (DMV's Driver License and Identification Card Application, DCRA's Basic Business License, DDS's Disability Services Intake Application, DOE's Lead Disclosure Form, and DHS's Temporary Assistance for Needy Families Job Search Log) through guided facilitation. The new forms are in use at their respective agencies and can be explored at bit.ly/DCformreveal.</p> <p>OCTO supported all the hackathons above by publishing data to opendata.dc.gov and sending support teams. Also supported a public health hackathon hosted by DMHHS and hosted a public safety hackthon with MPD.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Commit to holding government officials and public sector employees to the highest standards.	EOM OHR OCA	Launched	Ongoing		OHR: Delivered 26 trainings and presentations to key agency personnel and HR managers on anti-discrimination laws in the District. Delivered 14 day-long trainings on EEO laws to key agency personnel, including EEO Counselors, EEO Officers, HR managers, and agency attorneys. On December 18, 2017, the Mayor issued Mayor's Order 2017-313, reaffirming and making clear that the District of Columbia government will not tolerate any form of sexual harassment in the workplace. This order requires agencies to identify a Sexual Harassment Officer by January 17, 2018, all employees to complete a sexual harassment awareness training by February 28, 2018 and all supervisors to complete a sexual harassment prevention training by March 14, 2018.
HEALTH & WELLNESS	Promote healthy living and reduce the incidence of chronic diseases, with the launch of FitDC, a government-wide initiative to comprehensively assess the District's efforts to promote healthy living and encourage District residents to be fit and healthy. The effort, to be led collaboratively by the EOM, DPR, and DOH, will compliment and bolster Live Well DC, but also focus on promoting access to parks and other recreation and sporting facilities, to ensure that all District residents who desire to lead a more healthy and active lifestyle have the ability to do so.	DOH / DPR / EOM	Launched	Ongoing	Ongoing	Hosted the 4th Annual Fresh Start 5K on January 2nd. DPR, continued the Funky Fitness First Friday music-themed social fitness activities that are held quarterly. Created a tiered system of fitness classes that allow us to meet the needs of beginners (1 sweat drop) through advanced (4 sweat drops). Created a series of classes (Intro to Series) that enable participants to gain exposure to and learn the basics of the following: weight training, yoga and pilates.

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HEALTH & WELLNESS	Improve mental and behavioral health in the District, with a particular focus on the provision of mental health services to children and young adults, by targeting for investment those communities in which there exists a shortage of mental and behavioral health providers, expanding the number of community schools in the District to ensure broader availability of mental and behavioral health services for children and young adults in settings other than hospitals, clinics, and mental health facilities, and concentrating on the reduction of barriers to access to care including affordability, awareness, and stigma.	DBH	Launched	Ongoing	Ongoing	<p>1. In FY17 DBH lifted the moratorium on the provider certification for Supported Employment, Child Parent Psychotherapy, Trauma Focused-Cognitive Behavioral Therapy, Multi-Systemic Therapy, Youth Substance Use Disorder Residential Services and Core Services Agencies. Applications were accepted from 5/15/17-10/31/17. Four (4) new providers in wards, 2, 4, 6, & 8 have been certified to date. A total of 9 previously certified providers were approved to expand their service offerings and are from wards 1, 4, 5, 6, & 8. The applications for Assertive Community Treatment, Functional Family Therapy, and Medication Assisted Treatment have been accepted since 6/1/17. To date, approved and certified providers include 2 previously certified providers from wards 1 & 5, and 1 new provider from ward 6.</p> <p>2. During FY17 Q4 the DBH Systems Transformation Administration developed a process to review and update Chapter 63, the Rule that governs the Certification Standards for Substance Use Disorder Services (SUD). The progress to date includes:1) establishment of a Work Group that includes DBH mental health and SUD staff, providers, and representation from the National Alliance for the Mentally Ill (NAMI); and 2) Behavioral Health Association, and advocacy groups. They commented on the regulations and provided specific changes. Chapter 63 will be revised in accordance with the recommendations agreed to by the providers, stakeholders and DBH. This process is continuing during FY 2018.</p> <p>3. Cooperative Agreement to Benefit Homeless Individuals (CABHI) Grant: The CABHI Project goal was to identify and enroll 300 individuals with mental health, substance use disorder, or co-occurring diagnoses. Services offered to enrollees include providing mental health and/or substance use treatment supportive employment, recovery support services and assistance with obtaining housing. In July 2017, 321 persons were served. While the number of persons housed was not part of the original goal, during the same period 100 clients received housing.</p> <p>4. Healthy Futures served 7 of 8 additional Quality Improvement Network (QIN) site Child Development Centers (CDCs) and 3 of 10 Home Providers. It also serviced 48 Pre-K Incentive classrooms in 21 CDCs. Wards 1, 4, 5, 6, 7, & 8 were served. DECA assessments completed in Q4 show 73% of the children maintained strengths or showed improvement in social-emotional skill development. Pre- and Post-Arnett's were completed in 26 classrooms to assess teacher-child engagement with a 100% improvement in overall classroom environment. The consultants also performed 129 parent consultations. In total, the 7 Healthy Futures consultants worked directly or indirectly with 598 Pre-K Enhancement children and 407 QIN children including home provider children. Wards 1, 4, 5, 6, 7, & 8 were served.</p> <p>5. Expanded School Mental Health Program. A report was submitted to the D.C. Council. A Taskforce has been created to move this work forward.</p> <p>6. At the end of FY17 the Our Time Transition Age Youth and Young Adults initiative grew into the Our Time Transition Age Youth Program. It utilized a small cadre of workers housed within 2 of the District's Core Service Agencies who were trained to deliver services and supports that are specific to the needs of transition age youth and young adults ages 16-25. By the end of Q 4, over 154 youth and young adults received services or were connected to services by the Our Time staff. Along with mental health services several young adults were connected to housing, educational/vocational and employment resources and services. Also, some experienced their first psychotic break and received immediate treatment including therapy and medication that allowed them to manage their symptoms effectively.</p> <p>7. The DBH Let HelpIn Anti-Stigma Campaign concluded at the end of FY17. DBH participated in and/or conducted community events including: National Night Out (W8); Anacostia Neighborhood Library (W8); Marshall Heights Community Event (W7); Virginia Williams (W5); Council Member Trayon White Back to School Day (W8); Anacostia Arts Center (W8); and Purple Wave/LetHelpIn Concert (W5). DBH also shared verbal, written information and promotional items with D.C. residents. The events were documented with photos and shared on social media using the #lethelpin hashtag. Approximately 1,485 people attended outreach events and over 14,441 were reached through social media during Q4. The events included banners, yard signs, and lanyards for volunteers, and decorations. A host of community influencers were involved in all the promotions. The community became more aware of mental health and the services available. DBH networked with over 60 community and government organizations.</p>
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by ensuring the adequate provision of healthcare services to immigrant families.	DHCF	Launched	Ongoing	Ongoing	In 2015 and 2016, DHCF reported on new Managed Care enrollment rules for beneficiaries deemed eligible for the Immigrant Children's Program, and an auto-enrollment process that resulted in a surge of enrollment in the program. Enrollment in the program has grown to over 3,600 children, as of June 2017. Additionally, the District's locally-funded Alliance program provides benefits to eligible District residents, many of who are ineligible for Medicaid due to immigration status. As of June 2017, 16,137 people received benefits through this program.
HEALTH & WELLNESS	Empower innovative and experienced public health leadership at the helm of the Department of Health to work closely with our federal partners as well as local government agency heads and private-sector partners, to develop a long-term plan for healthcare in the District that can be utilized to improve health outcomes for District residents for years to come.	DOH	Done		Done	
HEALTH & WELLNESS	Fully fund Health in All Policies (HiAP) related work and policies and promote cross-agency collaboration to eradicate health inequities in the District.	DOH	Launched	Ongoing		During 2017, OHE has continued to bring an applied approach to health equity practice, both within as well as outside of the traditional public health sphere. A major contribution was made to the rewrite of Community Facilities Element of the Comprehensive Plan, infusing a Health In All Policies perspective, with an emphasis on data and insights from the recently released strategic health plans for the District, that include DC Healthy People 2020; the DC Health Innovations Model; and the DC Health Systems Plan. The Commission on Health Equity was launched, and held its first meeting in June 2017. Work on completion of the Inaugural DC Health Equity report will be completed by end of December 2017. OHE also worked on development of a grant proposal to engage more directly with Vision Zero in an effort to leverage DOH's investment in the city-wide Trauma Registry. In collaboration with the SYEP program, OHE executed a full cohort of the Healing Futures Fellowship (HFF-DC), Class of 2017 that engaged 22 high school and college-aged DC residents in a 6-week long summer fellowship that engaged young people to learn, explore and investigate risks and resiliency factors for prevention of injury and violence, within a public health and equity framework.
HEALTH & WELLNESS	Increase the amount of local funds dedicated to preventing and treating HIV/AIDS in the District, with a particular focus on efforts to promote testing and encourage treatment across all populations.	DOH	Launched	Ongoing		Implemented new fee-for-service approach to streamline funding for community partners and more align funds to services in HIV treatment and support services and HIV testing and prevention services. Obtained approximately \$3 million in pharmaceutical rebates (considered local funds) dedicated to enhance HIV services and DOH capacity to ensure linkage and retention in HIV care and treatment.
HEALTH & WELLNESS	Utilize the best practices of other jurisdictions including San Francisco and New York, to create a Board of Health that will be responsible for advising the Mayor and the agencies under her lead jointly responsible for health and wellness, on policies and regulations that best serve the community.	DOH	Reconsidered		Reconsidered	Instead of creating a new board, the Administration is evaluating the efficacy and missions of the many health boards and commissions currently in existence. The 19 health professional boards and commissions recommend current Standards of Practice to the Mayor. In addition, they make recommendations to the DOH Director on legislative matters.
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by promoting innovative policies and programs to end food insecurity, including targeted efforts to increase the availability of healthy food options in underserved communities.	DOH	Launched	Ongoing		<p>DMPED piloted the Neighborhood Prosperity Fund, awarding \$3 million to support two grocery options in mixed-used development projects in Wards 7 and 8.</p> <p>In FY 17, DOH administered more than 10 million dollars in healthful food access benefits to women, children and families through programs like WIC, Farmers' Market Nutrition Program (FMNP), SNAP-Ed, Joyful Food Markets, Produce Plus, and Home Delivered Meals. Program dollars reached more than 13,000 unduplicated residents.</p> <ul style="list-style-type: none">• In FY 17, 25,994 nutrition education contacts were made to low income District residents participating in the DOH Healthy Food Access Program.• In FY 17, 25,653 District residents received farmer's market incentive benefits from DOH administered programs compared to the 17,408 who received benefits in FY 16.• In FY 17, 77 farmer's markets accepted Produce Plus benefits, down from 93 in FY 2016.

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HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by working to bring the District's rate of infant mortality below the national average.	DHCF / DOH	Launched	Ongoing	Ongoing	<p>To combat trends in infant mortality, DHCF is prioritizing engaging providers in collecting and understanding data about the entirety of a patient's life, how social determinants can impact care, and improve outcomes with new health IT tools. In 2017, CMS approved 90/10 funds to develop a perinatal registry that tracks MCO members' pregnancies and social determinants of health—and DHCF is also developing a broader social determinants of health screening tool that will systematically and consistently identify and address unmet social needs, including housing, mental health and substance abuse, and income security. DHCF's division of Quality and Health Outcomes hosts a Perinatal Collaborative that holds quarterly meetings with MCO quality leaders, DOH, providers, and community stakeholders to discuss progress on birth and perinatal outcomes and ensure beneficiaries are connected to the appropriate resources on safe sleep habits and maternal mental health. Current efforts include encouraging consistent use of a provider OB form created in 2009 that identifies and transmits data regarding risk factors and other social determinants of health, and insures the MCOs can initiate appropriate care management and coordination. Providers also have regular access to interagency initiatives, pediatric information, and training through HealthCheck (dhealthcheck.net).</p> <p>Based on the observed infant deaths over the last 10 years, District of Columbia Infant Mortality Rates (IMR) are trending downward, from an IMR rate of 13.6 in 2005 to 7.6 in 2014.</p> <p>DOH steps taken in FY 2017</p> <ul style="list-style-type: none">• Healthy Start provided case management services to 243 high risk prenatal women;• Began integration of One Key Question (reproductive life planning) into school based health centers, Healthy Start clinical sites and home visiting programs;• Safe sleep program standardized all safe sleep education material and reporting guidelines for all partner agencies;• Partnered with the Office of the Chief Medical Officer (OCME) to implement a Maternal Mortality Review Committee. <p>Worked to improve preconception health and well-being of women of child bearing age. Worked in collaboration with the District's MCOs, DCPCA, practitioners and other community stakeholders on a multiyear initiative to improve perinatal birth outcomes for District residents enrolled in Managed Care. The specific goal of the quality improvement collaborative is to reduce the rate of adverse perinatal events as well as infant mortality, ages 0-365 days.</p>
HEALTH & WELLNESS	Bring together community stakeholders from the public and private sector to develop a long-term strategy to support the District's safety net hospitals.	DMHHS	To Launch	Launched	Ongoing	Mayor Bowser announced the release of a site study for the construction of a new hospital east of the Anacostia River. The site study recommends that the District construct the new acute care hospital on the East campus of St. Elizabeths. The next phase of includes an engineering, design, and structure study of the St. Elizabeths campus. The analysis complements the work underway in developing a comprehensive proposal on design, financing, and partnership recommendations for the new facility.
HEALTH & WELLNESS	Increase funding for healthcare-related job and career training to equip more District residents with the knowledge and skills required to take advantage in the healthcare services industry.	DOES WIC	To Launch	Launched		The WIC launched a demand industry council consisting of the District's 5 targeted industries including healthcare. Additonally, the WIC works closely with the Healthcare Industry Council at UDC.
HEALTH & WELLNESS	Create a Healthcare Employment Opportunity Council to advise the Mayor about the best strategies to ensure that District residents are fully prepared and able to meet the growing needs of area hospitals and healthcare providers.	WIC	Not Done	Launched		Launched the District's demand industry council (DIC), which includes leaders from the District's 6 in demand fields including healthcare. Additionally, the WIC currently serves on the Healthcare Industry Council with UDC.
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by supporting the continued improvement of DC Health Link and the programs administered by the Department of Health Care Finance (DHCF).	HBX	Launched	Ongoing		HBX launched an outreach and communications campaign around its three-month 2018 open enrollment, in contrast to only six weeks of federal open enrollment. HBX currently provides health insurance to approximately 18,000 residents through the individual marketplace and more than 76,000 people through the small business marketplace. HBX also assists with enrollment in DC Medicaid, in partnership with DHCF.
HOUSING	Commit to ending family homelessness by 2018, by investing greater resources in preventing homelessness, such that families don't have to enter the homeless system to access needed services and housing, and by producing quality affordable and subsidized housing options for these families, including rapid rehousing and permanent supportive housing.	DCOA / CFSA	Launched	Ongoing	Ongoing	This innovative model of support for life skills enhancement remains at full capacity, with one youth leaving the program and one joining. Staff and participants have observed an array of strengths and challenges to the inter-generational model, providing for a rich experience full of valuable learning for everyone.
HOUSING	Work with the Chief Financial Officer so that families never again lose their homes over minor or mistaken tax debts.	DISB	To Launch	Done	Done	
HOUSING	Commit to ending family homelessness by 2018, by investing greater resources in preventing homelessness, such that families don't have to enter the homeless system to access needed services and housing, and by producing quality affordable and subsidized housing options for these families, including rapid rehousing and permanent supportive housing.	DHS / DCHA	Launched	Ongoing	Ongoing	<p>In FY17, the number of family households experiencing homelessness dropped 22% from FY16. From FY16 to FY17, the number of housing placements into shelter dropped by 33% and the average monthly census in family shelter was reduced by 15%</p> <p>Enacted an enhanced interim eligibility process to provide mediation and service support, in addition to eligibility verification. The augmented eligibility process, along with other prevention programs, has demonstrated extremely effective outcomes. Of the 2,390 families referred to prevention support services in FY17, 90% were diverted from the homeless shelter system.</p> <p>Modified Family Rehousing and Stabilization Program case management services to increase touch points and include connections to TANF employment program providers. These changes contributed to a 120% increase in Rapid Re-housing exits, from 367 in FY16 to 808 in FY17.</p> <p>Finalized the policy and protocols for a family Coordinated Assessment and Housing Placement system, which will provide transparency and consistency in terms of housing placement decisions.</p>

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HOUSING	Work to fully implement the Interagency Council on Homelessness’ strategic plan to end homelessness by 2025.	DHS	Launched	Ongoing	Ongoing	<p>Continued to make investments in proven strategies outlined in the Interagency Council on Homelessness’ strategic plan.</p> <p>Implemented efforts to strengthen relationships with landlords and promote housing stability for individuals and families exiting homelessness, including the introduction of the Landlord Partnership Fund (LPF). The LPF will cover costs that exceed a tenant’s security deposit as well as unpaid rent. Further, DHS modified the payment structure for Rapid Rehousing to provide landlords with certainty about receiving full rental payments each month.</p> <p>Granted funds for a SNAP Employment and Training program targeting homeless individuals to four providers. The pilot provided around 200 individuals with employment training and two job fairs.</p> <p>Expanded the current Adams Place Day Center operating hours to 7:00am to 7:00pm and expanded services considerably to include partnerships with Community providers for jobs placement, the doubling of computer workstation usage, barbering services, and laundry usage. Overall visitation increased by 30% on a daily basis.</p> <p>Built a cadre of six Rapid Rehousing (RRH) and 20 Permanent Supportive Housing (PSH) providers to serve up to 2,189 individuals and 700 families without case management capacity constraints.</p> <p>Assigned 140 (100%) of FY17 Targeted Affordable Housing (TAH) vouchers and continued refinement of the Coordinated Assessment and Housing Placement (CAHP) system prioritization process.</p> <p>Launched two initiatives to move 28 chronically homeless women from outside or in low barrier shelter into the PSH and TAH programs.</p>
HOUSING	Commit to finding long-term solutions for would-be homeless families and individuals before turning to a shelter, developing smaller shelter alternatives, and, ultimately, closing DC General.	DMHHS	Launched	Ongoing	Ongoing	<p>The Bowser administration continues to make progress toward permanent closure of DC General and the opening of small, service-enriched short-term family housing facilities across the District, as one piece of the larger plan to transform our homeless services.</p> <p>In July Mayor Bowser joined community leaders in Ward 4 for the groundbreaking for the first of a series of short-term family housing sites -- this one in Ward 4.</p> <p>In December, the Mayor announced 2500 14th Street, NW as the site of the Ward 1 Short-Term Family Housing program.</p>
HOUSING	Implement an integrated human services case management system that ensures a pro-active approach to providing human services, so we can identify those among us most at risk of becoming homeless before homeless services are needed.	DMHHS / DHS	Launched	Ongoing	Ongoing	In May 2017, the City Administrator directed DHCF to assume responsibility and oversight for the entire District of Columbia Access System (DCAS) project, including remediating all previous technical issues and building remaining functionality. DHCF took control of the project on June 1, 2017 and established a project management office (PMO), and within 90 days, uncovered significant system issues. The DCAS team analyzed the cases and has identified individuals who are eligible, individuals who are ineligible and individuals who must be reprocessed. DHCF reprocessed the eligibility of over 30,000 individuals and continues to work through the remaining cases.
HOUSING	Review the organizational structure of the human services agencies to evaluate whether the District could be providing human services in more efficient and effective ways, based on best practices from other jurisdictions and even within the District government, including whether the service models, including service centers, are best equipped to deliver the District’s full range of human services or if alternative options would enhance services for District residents.	DMHHS	Launched	Ongoing	Ongoing	Mayor Bowser’s FY2018 budget commits \$8.1 million and \$16.2 million for FY19 and beyond for TANF reforms beginning during FY18 to help ensure that basic child enrichment needs are met.
HOUSING	Increase housing production with greater private sector accountability, by demanding that at the very least 20% of units built on District-owned land be reserved for low-income households.	DMPED	Launched	Ongoing	Ongoing	Continued the policy of requiring 30% of all units built on District-disposed land to be affordable housing, while requiring even more affordability out of New Communities projects, such as Northwest One.
HOUSING	Focus greater public subsidies on mixed-income developments coupled with greater accountability and clear delegation of responsibility to the agencies tasked with realizing these projects, at the same time, committing to taking better care of existing subsidized housing that residents are living in, while the New Communities program is refocused.	DMPED	Launched	Ongoing	Ongoing	<p>Barry Farm</p> <ul style="list-style-type: none">•Approval of HUD Demo/Dispo Application•Relocation Start•DMPED-DCHA MOU executed for city to provide \$13M in predevelopment funding <p>Lincoln Heights/Richardson Dwellings</p> <ul style="list-style-type: none">•Deanwood Hills – 150 units (50 replacement; 100 affordable)oClosing and Construction Start•Strand – 86 units (28 replacement; 58 affordable); 8K Sq Ft CommercialoDevelopment Finance Agreement Approved by DC Council (\$9.9M)oAcquisition of additional private parcels needed for developmentoIUD Application Submitted and Set Down by Zoning Commission•Providence Place – 93 units (35 replacement; 58 affordable)oIUD Application Submitted and Set Down by Zoning Commission <p>Northwest One</p> <ul style="list-style-type: none">•BFP for Master Developer for Temple Courts (and adjacent sites) Released <p>Park Morton</p> <ul style="list-style-type: none">•EDA Approval for Bruce Monroe (“Build First” site)•Consolidated PUD Application Approval for Park Morton and Bruce Monroe•Predevelopment Loan Approved for Bruce Monroe <p>Human Capital & Community Engagement</p> <ul style="list-style-type: none">•8 case management and 7 community wellness grants awarded•Completion of year-long evaluation of human capital program•Launch of 100% Resident Success Platform, including new housing stability and wellness survey to gauge the effectiveness of NCI’s programming over time, with roughly 1/3 of households across all communities surveyed•Launch of new community engagement model (Neighbor Up DC)

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
HOUSING	Focus greater public subsidies on mixed-income developments coupled with greater accountability and clear delegation of responsibility to the agencies tasked with realizing these projects, at the same time, committing to taking better care of existing subsidized housing that residents are living in, while the New Communities program is refocused.	DMPED	Launched	Ongoing	Ongoing	DMPED was able to make unprecedented progress in New Communities this year. For the first time, all four New Communities projects have a path forward and are actively progressing.
HOUSING	Focus greater public subsidies on mixed-income developments coupled with greater accountability and clear delegation of responsibility to the agencies tasked with realizing these projects, at the same time, committing to taking better care of existing subsidized housing that residents are living in, while the New Communities program is refocused.	DMPED	Launched	Ongoing	Ongoing	DMPED was able to make unprecedented progress in New Communities this year. For the first time, all four New Communities projects have a path forward and are actively progressing.
HOUSING	Increase resources and expand eligibility for the single-family rehab program that awards grants and loans for residents—especially seniors—to renovate and make their homes accessible	DHCD / DCOA DHCD	Not Done	Launched	Ongoing	<p>Continued to operate the Safe at Home (SAH) program, which is helping qualifying seniors and residents living with disabilities age in place. In FY17, Safe at Home invested \$4.8 million and completed 595 new home adaptations (compared to 193 completed projects in FY 2016 that received a 2nd Occupational Therapy visit). To leverage all resources and in alignment with DHCD’s Single Family Residential Rehabilitation Program (SFRRP), Safe at Home now provides up to \$6,000 of preventative adaptations. SAH uses the Vulnerable Elders Survey, a tool for identifying vulnerable elders in the community and refers all projects over \$6,000 to SFRRP.</p> <p>In June 2017, Mayor Bowser expanded the SAH program by adding the installation of security cameras as a new component to Safe at Home. This enables eligible DC seniors and residents with disabilities to receive a private security camera system without cost and will help deter crime and assist law enforcement with investigations.</p> <p>In FY 2017, Safe at Home successfully completed 595 in-home adaptation projects (compared to 193 completed projects in FY 2016). Safe at Home also completed 100 security camera installations from June 19, 2017 through September 30, 2017.The current total budget for the program in FY 2018 is \$3 million (\$2.8 million for home adaptations and \$200,000 for security camera installations).</p>
HOUSING	Increase housing production with greater private sector accountability, by evaluating the new District low-income housing tax credit program (LIHTC), modeled after a similar federal program, and, if successful, will work to expand dedicated resources to the program.	DHCD	To Launch	Launched	Ongoing	<p>In FY 2017, updated and aligned the Qualified Allocation Plan (QAP) - a plan that enables the agency to allocate its low-income housing tax credits - with the revamped Request for Proposal process. The latest QAP was published in 2012.</p> <p>In addition, Mayor Bowser allocated \$10 million dollars in the FY18 budget to establish a preservation fund. The Preservation Fund (anticipated to be a revolving loan fund) is one of six recommendations/action items provided in the DC Housing Preservation Strike Force final report . Creating this fund will leverage public dollars with private funds 3 to 1. DHCD released the RFP for a fund manager on November 13, 2017 and anticipates award by December 31, 2017.</p>
HOUSING	Dedicate \$100 million every year to meet DC's affordable production goals, producing 10,000 units needed each year	DHCD DCHFA	Launched	Ongoing	Ongoing	<p>Continued investment in Housing Production Trust Fund (HPTF) at \$100 million annually. Obligated more than \$138 million in investments from the HPTF in fiscal year 2017 that will produce or preserve more than 1,900 affordable housing units throughout the city. Since coming into office, the Bowser Administration has sparked the creation or preservation of more than 8,400 affordable units, with another 3,700 units in preconstruction.</p> <p>Additionally, DCHFA issued \$212.6 million in tax exempt bonds and underwrote \$111.2 million in Low Income Housing Tax Credit financing in Calendar Year 2017. Both financing vehicles resulted in the financing of eight multifamily properties that yielded 885 units of housing priced at or below 80% percent of Area Median income (AMI). With the anticipated closing of one additional multifamily property, total yield of units priced at or below 80% AMI is expected to increase to 991. To date in CY'17, eleven DCHFA-financed properties were placed in service, delivering 621 units of new (459 units at 80%AMI), and 661 units of rehabilitated housing (651 units at 80% AMI).</p>
HOUSING	Restructure reporting lines so that all agencies with affordable housing budgets are coordinating, sharing best practices and working together to meet the demand for affordable and subsidized housing.	DMPED / DHCD / DMHHS / DHS DHCD	Launched	Ongoing	Ongoing	DHCD works with sister agencies (DC Housing Finance Agency, DC Housing Authority, Department of Human Resources and Department of Behavioral Health) to release a consolidated Request for Proposals/Notice of Funding Availability to funds the production and preservation of affordable housing, including permanent supportive housing. Interagency coordination works to ensure that projects have appropriate funding for the project for capital, operating and services activities.
HOUSING	Refocus DCHousingSearch.org to include all affordable housing in the District, allowing residents to find homes and access government resources to get and stay in those homes. This system will ensure that housing units subsidized by the government, including those built on public land or required by inclusionary zoning regulations, and the application requirements are easily accessible. The search tool should be made available across the city at libraries and recreation centers, but should also be accessible by phone.	DMPED DHCD	Not Done	Launched	Ongoing	DHCD is currently making improvements to DCHousingsearch.org o make the information more accessible and system more user friendly. DHCD has received feedback from customers about the system's search features and it's ability to do more when searching for available housing in the District. We will be implementing improvements by the 2nd Quarter of 2018. However, we will continue to monitor client and make adjustment intermittently.

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HOUSING	Double the amount of down-payment assistance under the Home Purchase Assistance Program (HPAP) program from \$40,000 to \$80,000 so that more families can realize the American dream of owning their own home.	DHCD	To Launch	Done	Done	<p>Mayor Bowser increased the amount of funding for HPAP borrowers from \$50K to \$80K, which is the highest maximum loan amount for the program and should give low-income borrowers more buying power when purchasing a new home. DHCD revised the HPAP program for borrowers with incomes below 80 percent of the area median income (AMI). The 5-year deferral period was removed and repayment is deferred until the property is sold, refinanced to take out equity, or is no longer their primary residence.</p> <p>HPAP closings increased by 30% in FY17, as a result of the increased funding amount and the addition of the second HPAP administrator.</p> <p>Additionally, on October 4, 2017 Mayor Muriel Bowser announced the following enhancements to EAHP</p> <p>1.For all District government employees:</p> <ul style="list-style-type: none">•An expansion of the maximum loan amount to \$20,000 from \$10,000.•An increase in a matching funds grant to a maximum \$5,000, up from \$1,500. <p>2.For first responders:</p> <ul style="list-style-type: none">•Up to \$10,000 in down payment assistance in the form of a recoverable grant is available to participants who agree to a five-year service obligation.•A matching funds grant up to \$15,000. <p>DHCD began administering Mayor Bowser’s enhanced EAHP program on November 20, 2017.</p>
HOUSING	Improve tax subsidies and cap property tax increases for long-time residents so they aren’t priced out of neighborhoods that they helped establish in the first place. A particular focus will be to increase homeownership in Ward 8.	DCHFA	Launched	Ongoing	Ongoing	<p>Produced the following, as a result of DC Open Doors (a program which offers both FHA and Fannie Mae mortgage loan products that provide up to 3.5% down payment assistance to borrowers earning at or below \$131,040 per year in DC):</p> <ul style="list-style-type: none">·161 1st trust loans for \$49,100,597 plus 132 w/Downpayment Assistance for \$1,326,051 for a total of \$50,426,648·Average 1st trust = \$304,972·Average 2nd = \$10,046·Average SP = \$319,890·104 Mortgage Credit Certificates issued with DC Open Doors loans (\$31,810,095)·74 Mortgage Credit Certificates issued for loans that were not DC Opens Doors (\$25,902,326) <p>Ward 1 = 15; Ward 2 = 9; Ward 3 = 13; Ward 4 = 13; Ward 5 = 18; Ward 6 = 15; Ward 7 = 54; Ward 8 =24</p> <p>We also began accepting HPAP applications 3/1/17 and closed 38 for \$2,111,402 in FY 17.</p> <p>In FY17, DHCD in coordination with DMGEO, DISB and University Legal Services created a Ward 7 Homebuyers Club. Five sessions were convened from July to September and topics included: Financial Fitness, Financing a Home, Selecting a Realtor and Post Home Purchase.</p> <p>Participants who completed the Homebuyer’s Club were invited to continue with individual housing counseling at ULS to become certified for other homeownership programs administered by DHCD.</p> <p>Additionally, in FY17 DHCD utilized \$7 million dollars of CDBG funding for housing services activities to 10 non-profit agencies in the District. These non-profits conduct counseling services and Housing Purchase Assistance Program (HPAP) intake.</p>
JOBS & ECONOMIC DEVELOPMENT	Work with the business community and the public to make sure the complex system of fees, fines and taxes are understandable and incentives are consistent to promote responsible business practices.	DMPED / DMGEO	Launched	Ongoing	Ongoing	<p>Developed a new one-stop website incentives.dc.gov that provides DC businesses and residents with a list of all DC incentives.</p> <p>Mayor Bowser and Yelp co-founder and CEO Jeremy Stoppelman announced that the global technology company has signed a lease for a new office in Washington, DC. The expansion, which made possible through the DMPED’s Creative and Open Spaces Modernization (COSM) incentive, will bring 500 new jobs to the District over a five-year period with at least half of the positions targeted for DC residents.</p> <p>Announced retention of Fiscal Note, a growing DC company, using an innovative package of Qualified High Technology Company (QHTC) incentives.</p> <p>Announced Uber’s plan to open a Green light driver support Hub, a state-of-the-art support and resource center for local Uber drivers, at the East River Park Shopping Center in Ward 7. Uber’s DC Greenlight Hub will result in the creation of 25 full-time jobs, millions of dollars in investment into the location, and access to support services for thousands of Uber partners. Uber is accepting bids exclusively from DC-based Small Business Enterprises for the general contract.</p>
JOBS & ECONOMIC DEVELOPMENT	Create a nurturing environment for local startups and small businesses by leveraging city resources to do so – helping support financial, legal and other professional services needs for these small businesses to succeed and provide jobs to DC residents.	DMPED	Launched	Ongoing	Ongoing	<p>DMPED funded 98 small businesses through its Great Streets program providing over \$4.7 million in grants.</p> <p>Through DMPED’s support BEACON: The DC Women Founders Initiative awarded nineteen grants totaling \$50,000 to support women entrepreneurs in Washington, DC.</p> <p>DC’s First Inclusive Innovation Incubator (In3) officially opened, with a ‘Week of Welcome’, bringing together entrepreneurs, educators, government leaders and innovators.</p> <p>Expanded the Made in DC program to include more than 100 makers and creatives and opened the first ever brick and mortar Made in DC store and café, stocked exclusively with DC brands and concepts.</p>
JOBS & ECONOMIC DEVELOPMENT	Launch Invest DC to attract and grow new industry sectors in DC through a series of incentives and benefits in order to diversify our economy and create new jobs for DC residents, making DC less dependent on federal government spending.	DMPED DSLBD	Launched	Ongoing	Ongoing	<p>DMPED conducted the first official trade mission to the Middle East (UAE and Qatar) celebrating Qatari Diar’s nearly \$1 billion investment in City Center DC; the partnership of Children’s National Health Systems with Mubadala Investment Company (UAE); and promotion of DC infrastructure (P3) projects to multiple investment firms.</p> <p>Mayor Bowser joined Governor Terry McAuliffe and Maryland Governor Larry Hogan for a regional trade mission to Canada promoting the DMV region as a tourism destination, encouraging increased trade between Toronto and DC, and celebrating the expansion of TransitScreen to the Canadian market.</p> <p>Hosted first Virtual InvestDC Forum where three DC companies pitched their products for investment to a domestic and international audience of 28 viewers from the US, China, India, and Canada. DC firms represented healthcare technology, innovative disaster relief housing, and local incubators.</p> <p>ExportDC supported new and seasoned exporters looking to expand their international presence by providing hours of export counseling and technical assistance, hosting an international speaker series, and executing trade missions and disbursing International Market Access Grants (IMA) for qualified DC businesses.</p> <p>Hosted a trade mission in FY17 to Central America in March of 2017 and disbursed IMA awards to nine grantees. Exporters visited multiple countries including Costa Rica, Belize, Panama, El Salvador, China, Korea, Vietnam, Austria and Ghana. Since 2015, the Bowser Administration has organized and led seven international trade and or exploratory missions to places such as Spain (May 2015), South Africa and Ethiopia (September 2015), and Georgia, Azerbaijan (September 2016). More important, DSLBD has facilitated more than \$10 million in foreign sales and contracts and secured \$170 million in EB5 financing for three public real estate projects.</p>

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JOBS & ECONOMIC DEVELOPMENT	Work with our federal government partners to identify areas near major transit hubs to invest in new buildings as federal departments continue to consolidate in order to spur new economic development in DC neighborhoods. Keep and attract federal workers in DC by investing in “Live Near Your Work” programs, which help working class federal employees save money by living in the City.	DMPED	Reconsidered		Reconsidered	
JOBS & ECONOMIC DEVELOPMENT	Provide a one-stop-shop, online and on site, that provides up-to-date and easily accessible information and processes for businesses seeking permits, licenses, and other government services and documents. The process will be streamlined to enable a new business owner to obtain a business license in less than one day – and renew it quickly online.	DCRA DSLBD	Launched	Ongoing	Launched	DCRA launched 10 new online solutions in FY 2017. Highlights of these new initiatives are the following: allowing customers the ability to book appointments online,scheduling required permit base inspections for project managers based on the property owners selected preferred availability; and lastly DCRA now offers applicants the ability to apply, pay and print construction permits and elevator certificates online. In addition, this past FY DCRA launched and implemented the following technology initiatives that we implemented and launched. -Business Portal; -ProjectDox Enhancement for Owner Contact Information; -Online Postcard Permit Intake (OPPI); -Online Supplemental Permit Intake (OSPI); -Online Appointment Scheduling; -Online Permit Inspection; -New Certificate of Occupancy Applications and Forms Available Online; -Online Access to Surveyor Documents (SurDocs); -Online Construction Permit Intake (OCPI) 2.0; -Building Plat Digital Certification.
JOBS & ECONOMIC DEVELOPMENT	Invest in coordinated resident training and apprenticeship programs (including SYEP expansion), alongside industry leaders and small business owners, to make sure our workforce and the next generation are ready to compete in today’s New Economy, including launching a General Services and Public Works Academy.	DCHR	Launched	Ongoing	Ongoing	Hired 7,671 individuals, 49% are District residents. DCHR hosted 4 Direct Connect events, which connected District agencies with residents. Agencies held on the spot interviews and offered contingent job offers. Approximately, 4,250 individuals attended the four direct connect events and 125 have been successfully hired. In addition, DCHR, in partnership with the Mayor’s Office of Veteran Affairs, hosted the first DC Hires Vets Event. During this event, District agencies held on the spot interviews and offered contingent job offers for veterans. In addition, workshops on resume building, interviews skills, and building a small business were offered. Approximately 515 veterans attended this event and to date 17 have been hired. These events connect residents with District agency job opportunities and provide information on various resources offered in the District. They also help to reduce unemployment and underemployment in the District.
JOBS & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by investing in technology-focused training centers and workspaces.	DMPED OCTO DOES	Launched	Ongoing	Ongoing	Relaunched the District’s Apprenticeship program to include 5 Information Technology apprenticeship programs. Opened DC’s First Inclusive Innovation Incubator (In3), with a ‘Week of Welcome’, bringing together entrepreneurs, educators, government leaders and innovators.
JOBS & ECONOMIC DEVELOPMENT	Launch the DC First Program to focus government resources, procurement dollars and hiring incentives to bring DC residents, business owners, developers, and community investors together in historically overlooked corridors to work together to foster sustainable, long-term development.	DMPED DMGEO WIC DOES	To Launch	Launched	Ongoing	Announced catalytic economic development projects in Wards 7 and 8, including the Entertainment and Sports Arena, Uber Greenlight Hub and Busboys and Poets that will result in millions in investment in EoTR communities. The Uber DC expansion will result in at least 25 FTEs, millions in investment into the location and Uber has committed to using SBEs for the general contract.
JOBS & ECONOMIC DEVELOPMENT	Demonstrate that DC is business-ready by reforming business taxes, including our capital gains tax, regulations and licensing fees to bring them in line with our regional neighbors.	DMPED	Launched	Ongoing	Done	In FY 2017, the final elements of the tax reduction package were implemented, increasing personal exemptions and standard deductions and lowering corporate taxes to 8.25%.
JOBS & ECONOMIC DEVELOPMENT	Demand that our government agencies are pro-active in their approach to interacting with businesses, including the Department of Consumer and Regulatory Affairs, the Department of Small and Local Business Development, and the Office of Tax and Revenue.	DMPED / DCRA / DDOT / DSLBD	Launched	Ongoing	Launched	In FY 2017, DCRA began conducting online, in-person and text messaging surveys. Data collected from the surveys is being used to create trainings to educate and improve processes. Thus far, DCRA hosted 22 educational trainings with over 900 participants. In FY 2017, DCRA hosted 114 events benefitting 3,947 District residents, and launched awareness campaigns enforcing District construction codes and regulations. DCRA also created training programs using customer and focus group feedback in an effort to improve our partnerships with our external partners. DCRA events included: -Entrée DC Food & Beverage Forum; -National Preparedness Month; -MOCRS Meet & Greet; -Building Safety Month; -District Grass Season Campaign; DCRA’s June Housing Bloom; -Build It In DC; -Tenant Rights/Responsibilities & District Inspections Presentation at the Carecen Latino Resource and Justice Center for Housing Fair. DDOT continues to have a proactive approach with the construction and development communities. From the 2010 creation of the first Pedestrian Safety and Work Zone standards, developed in partnership with the DC Building Industry Association (DCBIA) and others, through the development and implementation of Safe Accommodations traffic control guidelines, again in partnership and outreach to the contracting and utility communities, DDOT’s Public Space programs have made the District of Columbia a national leader both in work zone safety and in establishing and maintaining strong bonds with businesses. The most recent examples include the enhancement of the Transportation Online Permitting System (TOPS) to allow developers to view, edit, and act on applications filed on their behalf as well as view all of the current applications, permits, inspections, and enforcement actions for a given project in a single dashboard. DDOT continues to work proactively with all stakeholders, including the construction and development community, other government agencies, and the public to ensure that its programs are effective and successful. Upcoming programs nearing launch include new Emergency No Parking signs and publisher boxes permitting and inspections criteria and guidelines.

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JOBBS & ECONOMIC DEVELOPMENT	Invest in new and growing business sectors.	DMPED	DSLBD DOES	Launched	Ongoing	Ongoing	<p>In FY 2017, Mayor Bowser submitted a bid for Amazon's second headquarters or HQ2, highlighting four top-notch locations in the District: Anacostia Riverfront, Capitol Hill East, Shaw-Howard University, and NoMa-Union Station.</p> <p>Mayor Bowser released her economic strategy for inclusive prosperity, a framework for how Washington, DC will continue its work as an international leader for inclusive economic growth and resilience.</p> <p>Mayor Bowser and Yelp co-founder and CEO Jeremy Stoppelman announced that the global technology company has signed a lease for a new office in Washington, DC. The expansion, which made possible through the DMPED's Creative and Open Spaces Modernization (COSM) incentive, will bring 500 new jobs to the District over a five-year period with at least half of the positions targeted for DC residents.</p> <p>Announced retention of Fiscal Note, a growing DC company, using an innovative package of Qualified High Technology Company (QHTC) incentives.</p> <p>Launched Solar Works to DC a new low-income solar installation and job training program for DC residents through the Department of Energy and Environment and the Department of Employment Services. Solar is a new and emerging business sector with expected job growth of 27% over the next year.</p> <p>Announced a state-of-the-art Uber DC Green Light Driver Support Hub in Ward 7. Uber's DC Greenlight Hub will result in the creation of 25 full-time jobs, millions of dollars in investment into the location, and access to support services for thousands of Uber partners.</p>
JOBBS & ECONOMIC DEVELOPMENT	Ensure development projects continue to move forward with communities at the table, including Hill East, St. Elizabeth's, Poplar Point, and the Anacostia Waterfront, specifically that these hubs of economic activity will include quality retail, education and housing partners, create jobs for District residents and are accountable to promises made to impacted communities.	DMPED		Launched	Ongoing	Ongoing	<p>In FY 2017, after completing an ourRFP process the following occured for the various projects:</p> <ul style="list-style-type: none">- DMPED selected an development partner for the Former Eastern Branch Boys and Girls Club.- DMPED selected developers for Northwest One, which will bring affordable housing to Ward 6 and ensure progress on the New Communities Initiative.- Mayor Bowser broke ground on 965 Florida Avenue NW which will include 132 Units of affordable housing, a Whole Foods Market, and \$500,000 in community benefits- Nationally-recognized Wharf officially opened.- Mayor Bowser cut ribbon at DC International School and LAMB Schools at Walter Reed.- Selected an developer for 1125 Spring Road, NW. The project will provide 150 affordable housing units- DMPED broke ground at South Capitol Street Apartments which includes 195 affordable units and 5,000 Square-Feet of community sSpace.- Opened a new Fire and EMS Station and affordable housing at West End Square 50- Broke ground on Square 769N, which will include 36 affordable units in Capitol Riverfront- Broke ground at Audi Field (DC United Stadium)- DMPED selected Franklin School development team to transform the historic Franklin School into Planet World, an interactive language arts museum and education space.- DMPED piloted the Neighborhood Prosperity Fund, awarding \$3 million to support two grocery options in mixed-used development projects in Wards 7 and 8.
JOBBS & ECONOMIC DEVELOPMENT	Elevate the mission of the Department of Small and Local Business Development (DSLBD), not as a business certification center, but as a real resource to connect small business owners to real economic opportunities, informed and relevant training programs and skilled workers in order to grow their business in the District. The reformed DSLBD will provide incentives for companies to share their office space with new businesses and promote collaborative workspace environments to build and grow DC businesses, including incubators and accelerators succeeding today.	DSLBD		Launched	Ongoing	Ongoing	<p>DSLBD's Procurement Technical Assistance Center (DC PTAC) helped more than 600 entrepreneurs secure \$17.4 million in federal contract awards and \$419,000 in DC Government contracts.</p> <p>Streamlined the certification process to allow Certified Business Enterprises (CBEs), with no material changes, to re-certify in minutes and grew the number of active CBEs to 1,600.</p> <p>Released the third Annual SBE Opportunity Guide (Green Book) and spent more than \$700million with SBEs in FY17.</p> <p>Launched the first ever brick and mortor Made in DC store to promote and support businesses that create, manufacture, or assemble products in the District.</p>
JOBBS & ECONOMIC DEVELOPMENT	Ensure development projects continue to move forward with communities at the table, including Hill East, St. Elizabeth's, Poplar Point, and the Anacostia Waterfront, specifically that these hubs of economic activity will include quality retail, education and housing partners, create jobs for District residents and are accountable to promises made to impacted communities.	WIC DMGEO	DSLBD	Launched	Ongoing	Ongoing	<p>The Workforce Investment Council connected with 165 District residents through job fairs and community office hours seeking opportunities for employment on the DC United site. Additionally, the WIC enrolled 24 residents in pre-apprenticeship and/or apprenticeship programs focused on construction and hospitality opportunities at the DC United stadium project.</p>
JOBBS & ECONOMIC DEVELOPMENT	Target financial support to growing small businesses by taking a comprehensive look at the programs the DC government currently offers and consolidating the various programs to give small businesses access to necessary services and resources.	DISB		Launched	Ongoing	Ongoing	<p>DISB continues to administer its DC BizCap program, which consists of three access to capital programs—Collateral Support, Loan Participation and Innovation Finance. These programs provide much needed loans and investments to District-based small businesses.</p> <p>In FY2017, DISB and DMPED developed a new program called the Inclusive Growth Fund, which adds a social impact component to the aforementioned three programs.</p>

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JOBS & ECONOMIC DEVELOPMENT	Target financial support to growing small businesses by taking a comprehensive look at the programs the DC government currently offers and consolidating the various programs to give small businesses access to necessary services and resources.	DMPED DHCD	Launched	Ongoing	Ongoing	DMPED developed a new one-stop website incentives.dc.gov that provides DC businesses and residents with a list of all DC incentives. DMPED funded 98 small businesses through its Great Streets program providing over \$4.7 million in grants. Mayor Bowser released her economic strategy for inclusive prosperity, a framework for how Washington, DC will continue its work as an international leader for inclusive economic growth and resilience.
JOBS & ECONOMIC DEVELOPMENT	NEW: Deter illegal construction practices	DCRA	Launched	Ongoing	Ongoing	In FY 2017, DCRA added additional staff to monitor and address illegal construction complaints in the District of Columbia. Inspectors respond to calls and complaints during weekend and evening hours.
JOBS & ECONOMIC DEVELOPMENT	Appoint a Workforce Opportunity Advisor to evaluate and refocus the more than \$100 million spent by the DC government on various workforce development programs each year to ensure these programs are aligned with jobs that exist now and are expected in the future in order to give our residents the best chance to succeed.	DMGEO / WIC	To Launch	Should have stated Done in 2015	Done	
JOBS & ECONOMIC DEVELOPMENT	Create a nurturing environment for local startups and small businesses by leveraging city resources to do so – helping support financial, legal and other professional services needs for these small businesses to succeed and provide jobs to DC residents.	DMGEO	Launched	Ongoing	Ongoing	Supported 470 entrepreneurs through Project 500 - an effort to help diverse businesses scale in terms of revenue, staff and investment retained. Participants noted increased profitability and additional hires as a result of the program. Secured a \$500,000 investment from JP Morgan Chase to launch the Ascend2020 DC Accelerator to help bridge the capital gap for businesses in overlooked an underserved neighborhoods throughout the District in partnership with the Project 500 program.
JOBS & ECONOMIC DEVELOPMENT	Focus local procurement power to support small enterprises by holding agencies accountable for doing business with qualified small businesses in the city.	DSLBD / DGS	Launched	Ongoing	Ongoing	Spent more than \$700 million with CBEs - the most the District government has spent with small businesses since the program's inception. Released the the third Annual SBE Opportunity Guide (Green Book), with an agency-by-agency listing of planned acquisitions and agency CBE spending goals.
JOBS & ECONOMIC DEVELOPMENT	Invest in coordinated resident training and apprenticeship programs (including SYEP expansion), alongside industry leaders and small business owners, to make sure our workforce and the next generation are ready to compete in today's New Economy, including launching a General Services and Public Works Academy.	DOES	Launched	Ongoing	Ongoing	Hired 219 L.E.A.P. participants into Fulltime permanent positions throughout DC Government agencies including, DPW, OCTFME, OUC, DCHR, DHS, DMV and DCRA, with an average living annual wage of \$38,128/year. Enrolled 468 participants into the DC Career Connections program, exceeding the goal of 402 enrollments by 16.41%. Of the total enrolled, 31% resided in Ward 7, and 36% in Ward 8. Launched Apprenticeship D.C., a unique collection of grants, customized programs, and apprenticeship offerings in six in demand fields: construction, infrastructure, hospitality, law enforcement, healthcare, and information technology (IT).
JOBS & ECONOMIC DEVELOPMENT	Focus local procurement power to support small enterprises by holding agencies accountable for doing business with qualified small businesses in the city.	DGS	Launched	Ongoing	Ongoing	In fiscal year 2017, the Launch Pad was introduced as a new opportunity for the Agency to engage the local Certified Business Enterprise (CBE) community. Contracts of up to \$10,000 were available for award to CBEs for innovative ideas tied to citywide development. In Fiscal Year 2017, Contracts and Procurement Division awarded a total of \$97,084.64 in contracts to the District’s small business enterprises with an emphasis on firms that intended to hire local DC residents. In fiscal year 2018, the Agency increased the total contract award to up to \$100,000 as well as diversified the range of services available to vendors. The impact of the Launch Pad initiative on the Agency and on the CBE vendor community has been a substantial increase in opportunities available for vendors to work with the District and a greater capacity for citywide development. In fiscal year 2017, DGS increased the dollar threshold for set-aside procurement's to \$15 Million in order to diversify and expand its sources of supply for goods and services, construction and construction-related projects. Total PO spend on Small Business Enterprise (SBE) firms in fiscal year 2017 was \$256,925,712.28.
JOBS & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by appointing the DC government's first innovation officer.	OCTO	Done	Reconsidered	Reconsidered	To improve transparency with the business community, OCTO began hosting town hall style meetings with CBEs on a bi-monthly basis to provide forecasts about upcoming procurement opportunities, answer questions about OCTO engagement, and provide important updates. These forums have been used to get vital feedback from the CBE community. OCTO listens to the CBEs and have used these as learning opportunities. For instance, the CBEs informed us that they were not getting information about upcoming solicitations in a timely manner. Thus, OCTO created a website which lists all OCTO IT solicitations for CBE vendors. The vendors are invited to apply to the solicitation directly from this website. OCTO also created a mobile application which alerts CBE vendors when an IT solicitation is placed on the website. This app allows vendors to monitor the opportunities, receive real time updates and push notifications for all IT procurement opportunities throughout the District. OCTO has represented the District in more than 50 events. Through these efforts OCTO is an advocate for the technology sector growth and inclusive innovation here in the District. To drive entrepreneurship, recognize inclusive innovation and engage in the tech community OCTO has been playing a more active role in the tech community. OCTO successfully sponsored a hack-a-thon, in which more than 100 women hackers participated in a two-day event to build apps and websites to promote social good. This “Hack for Good – DC Fem Tech” took place in June of last year.
JOBS & ECONOMIC DEVELOPMENT	Launch the DC First Program to focus government resources, procurement dollars and hiring incentives to bring DC residents, business owners, developers, and community investors together in historically overlooked corridors to work together to foster sustainable, long-term development.	DMGEO	To Launch	Launched	Ongoing	Worked with USDOL to remove the District’s High Risk Grantee designation as well as removal of the District's "At risk" program designation. With the announcement of the removal of the UI program’s at-risk designation, which follows the September removal of the WIOA high risk designation, the District now has completely clean federal workforce programs for the first time since 2012. Expanded SYEP to included 22-24 year olds and launched innovative new workforce programs like the Learn, Earn, Advance and Prosper Academy and DC Career Connections; Recorded record level spending with SBEs, spending more than \$700million with small businesses certified through the Certified Business Enterprise process; Created the first ever CBE Opportunity Guide (Green Book) and launched cbeconnect.dc.gov to share real time updates with small businesses looking to do business with DC government; Announced catalytic economic development projects in Wards 7 and 8, including the Entertainment and Sports Arena and the Uber Greenlight Hub Touched more than 400 East of the River entrepreneurs through Project 500 and launched a \$500,000 microloan fund for overlooked and underserved communities; and announced a \$500,000 capital investment from JP Morgan Chase for the Ascend2020 accelerator.
JOBS & ECONOMIC DEVELOPMENT	Establish an Office of Public Private Partnerships (OP3) to partner with the private sector to tackle these major infrastructure projects, helping manage the borrowing risk and producing thousands of jobs for District residents.	OCA / OP3 / DDOT	Done	Done	Done	OP3 is currently working on two private public partnerships: S Street Lighting LED/Wi-Fi project: The Office of Public-Private Partnerships expects to announce the short-list of pre-qualified proposers by the end of this month. OP3 received 11 SOQs in response to our Request for Qualifications. The short-list (expected to be 3 to 4 teams) will represent the best qualified teams and will be the only ones to receive the Request for Proposals. It should be noted that the RFP must be approved by Council before it is issued as per the P3 Act. H enry J. Daly Building: The Office of Public-Private Partnerships expects to issue a Request for Alternative Proposals-Qualifications during the first half of this month. Kicked-off by a favorable unsolicited proposal, this procurement process will first seek teams qualified to complete against the original unsolicited proposer with that short-list of teams (including the original unsolicited proposer) receiving the Final Request for Alternative Proposals this summer. No Council approval is required until the final P3 agreement is signed under this model.

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
JOB'S & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by further bolstering Digital DC offerings.	DMPED DSLBD	Launched	Ongoing	Ongoing	<p>Held 3rd annual InnoMA'tion, including a hackathon in partnership with the Washington Post.</p> <p>DC's First Inclusive Innovation Incubator (In3) officially opened, with a 'Week of Welcome', bringing together entrepreneurs, educators, government leaders and innovators.</p> <p>In 2017, Mayor Bowser officially announced that Washington, DC would submit a bid to attract Amazon's second headquarters to the city, in response to Amazon's "HQ2" Request for Proposals (RFP). Mayor Bowser announced the four locations that would be included in Washington, DC's response to Amazon's RFP: Anacostia Riverfront, Capitol Hill East, Shaw-Howard University, and NoMa-Union Station.</p> <p>Mayor Bowser and Yelp co-founder and CEO Jeremy Stoppelman announced that the global technology company has signed a lease for a new office in Washington, DC. The expansion, which made possible through the DMPED's Creative and Open Spaces Modernization (COSM) incentive, will bring 500 new jobs to the District over a five-year period with at least half of the positions targeted for DC residents.</p> <p>Announced retention of Fiscal Note, a growing DC company, using an innovative package of Qualified High Technology Company (QHTC) incentives.</p> <p>Through DMPED's support BEACON: The DC Women Founders Initiative awarded nineteen grants totaling \$50,000 to support women entrepreneurs in Washington, DC.</p> <p>Announced Uber DC's expansion into ward 7 with a state-of-the-art support and resource center for local Uber drivers opening at the East River Park Shopping Center in Ward 7 in 2019. Uber's DC Greenlight Hub will result in the creation of 25 full-time jobs, millions of dollars in investment into the location, and access to support services for thousands of Uber partners.</p>
PUBLIC SAFETY	Ensure that all District agencies, particularly MPD, FEMS and HSEMA, are fully equipped and prepared to deal with emergent situations including natural disasters, public health emergencies and terrorist and criminal threats.	ODR	Launched	Ongoing	Ongoing	
PUBLIC SAFETY	Work proactively with MPD and community partners to connect domestic violence victims with the services needed to leave violent situations and work to ensure the safety and well-being of domestic violence victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG / DMHHS	To Launch*	Ongoing	Ongoing	<p>Continued use of the Lethality Assessment Protocol (LAP) by MPD and DC SAFE to identify domestic violence victims at high risk of lethality. Worked with the partners of the High Risk Domestic Violence Initiative to update protocols for responding to high risk cases.</p> <p>Introduced legislation to create an Address Confidentiality Program to provide victims/survivors of domestic violence, sexual violence, stalking, and human trafficking a substitute address to use in public documents to reduce a perpetrator's ability to locate their physical residence.</p>
PUBLIC SAFETY	ADDITIONAL: Work proactively with MPD and community partners to connect victims of violent crimes with the services needed to leave violent situations and work to ensure the safety and well-being of violent crime victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG	Launched	Ongoing	Ongoing	<p>Expanded the hospital based violence intervention program (an expansion of the crisis continuum) to include Medstar Washington Hospital Center, UMD Prince George's Hospital Center, Howard University Hospital, and United Medical Center.</p> <p>Introduced legislation (Bill 22-266) to establish the Violence Fatality Review Board to identify opportunities for system enhancements to prevent violent crime fatalities.</p>
PUBLIC SAFETY	Ensure that all District agencies have fully operational emergency plans that are reviewed and amended on a quarterly basis, as well as regularly tested/drilled.	HSEMA	Launched	Ongoing	Ongoing	<p>This is an ongoing effort because emergency plans are always evolving and being validated.</p> <p>In 2017, HSEMA's Continuity of Operations Plan (COOP) Coordinator developed two new resources to help agencies develop COOP plans: a COOP Standard Operating Guide and a one-page agency-level COOP analysis tool. The agency-level COOP analysis tool includes: explicit references to Mayor's Order 2012-61 on Continuity of Operations Planning, contact information for the COOP Coordinator, the most recent plan year for each agency, whether the agency plan has a signature, whether the agency has performed an exercise in recent years, and a section-by-section checklist (essential functions, vital records, etc.) of information that should be included in COOP plans. HSEMA's COOP coordinator has submitted the analysis tool to more than a dozen agencies and has received positive feedback.</p> <p>Emergency plans are considered limited distribution documents due to the sensitive nature of their contents and therefore are not readily available online.</p>
PUBLIC SAFETY	Hire an experienced, forward-thinking leader with a strong EMS background to improve the department's performance, improve provider and customer confidence, and ensure results.	FEMS	Done		Done	
PUBLIC SAFETY	ADDITIONAL: Re-open the District's DNA Lab	DFS	To Launch	Done	Done	
PUBLIC SAFETY	Invest in technology that enables the men and women of the Metropolitan Police Department to do their work in new and innovative ways, specifically by allocating funding for the purchase and use of body cameras and mobile devices, both of which increase officer effectiveness in the field. In addition, the strategic use of body cameras can decrease both the number of police complaints filed and the use of force, thereby increasing the community's trust and confidence.	MPD	To Launch	Done	Done in 2016	<p>In 2017, the Metropolitan Police Department completed the rigorous evaluation of its body-worn camera program. The study, facilitated by The Lab @ DC, a team of applied scientists, used scientific processes to measure the impact of body-worn cameras in the District. Data was collected from June 2015 through March 2017. With more than 2,220 patrol officers and sergeants involved, this was one of the largest and most comprehensive body-worn camera studies currently available. The study found no statistically significant average effects on the measured outcomes. However, the study notes that the results do not exclude that the use of body-worn cameras in law enforcement might provide other valuable information.</p> <p>Since October 2017, the Department has been expanding its body worn camera program to patrol lieutenants and captains.</p>

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PUBLIC SAFETY	Support strategies that target the most violent, repeat offenders who cause the most harm to the community.	DFS	Launched*	Ongoing	Ongoing	Realized investments in the DFS Crime Lab positively impacted FY17 submissions into federal database systems for DNA, fingerprints, and firearms. This has resulted in an increase in the number of intelligence "hits" against existing profiles – 156 hits in the DNA database; 1,516 hits in the fingerprints database; and 385 hits in the firearms ballistics database. DFS is also one of the few states to have zero backlog of sexual assault kits.
PUBLIC SAFETY	Prioritize investment in programs like the Summer Youth Employment Program (SYEP), that create and provide opportunities for young people to participate in meaningful activities that support their social and educational growth and development.	DHS / OVSJG	Launched	Ongoing	Ongoing	Increased the number of homeless youth beds and enhanced capacity to reach more youth through outreach, early intervention for at-risk youth, and connections to youth appropriate services, including Functional Family Therapy counseling focused on family reunification. Launched the Strengthening Teens Enriching Parents (STEP) program to provide immediate outreach and assessment to youth reported missing. The goal of STEP is to understand the reasons youth ran away and devise individually-tailored service plans ranging from temporary beds and to less intensive behavioral health services, mentoring, and support groups. Right-sized the number of staff and solicited services from community based providers for the Alternatives to the Court Experience Diversion Program (ACE) and the Parent and Adolescent Support Services Program (PASS) to offer individual support and services to youth as alternatives to prosecution. Of the 767 youth served by ACE and the 456 youth served by PASS in 2017, 88.3% completed the programs without additional legal involvement. Supported 47 teen parents as they completed high school / GED programs through the Teen Parent Assessment Program (TPAP). Partnered with OAG to screen youth referred to court for truancy and determine appropriate service interventions in place of prosecution.
PUBLIC SAFETY	Support the upgrade and modernization of MPD Headquarters and police stations across the District to ensure that MPD officers work in an environment that reflects the value of their work and supports their ability to do their jobs effectively.	MPD / DGS OP3	Launched	Ongoing	Ongoing	MPD has been working with the Office of the Public-Private Partnership (P3) to move MPD’s HQ renovation project forward. P3 has brought on a consultant to develop proposals. An assessment of MPD’s HQ has been done, including interviews with subject matter experts on specialized needs. MPD has identified needs for swing space and is finalizing requirements for offices in the new HQ. DGS is reviewing schools for the swing space for most MPD HQ occupants.
PUBLIC SAFETY	ADDITIONAL: Work proactively with MPD and community partners to connect sexual abuse victims with the services needed to leave violent situations and work to ensure the safety and well-being of sexual abuse victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG DOC	Launched	Ongoing	Ongoing	Introduced the Sexual Assault Victims' Rights Amendment Act of 2017 (Bill 22-222), which is currently with the Council's Committee on the Judiciary & Public Safety. Key provisions of the legislation include: expanding a sexual assault victim's right to an advocate, extending victims’ rights to an advocate to teens who are victimized, allowing victims to call upon the services of an advocate even after initially declining such services, and criminalizing the removal of a person’s clothing without consent. Domestic Violence Prevention Program for 2017 The DOC continued its relationship and sharing of resources with the DC Coalition Against Domestic Violence (DCCADV) to provide prevention and intervention support, training, education, awareness and technical assistance to inmates and staff of the DOC related to domestic violence, dating violence, sexual assault and trafficking consistent with the requirements and goals of the Prison Rape Elimination Act. The DCCADV held trainings for DOC staff that enhanced their ability to comply with the Prison Rape Elimination Act (PREA) including preventing, detecting, responding, and reporting to sexual abuse and/or sexual harassment within the DC Jail and specific standards that address Victim Services such as: • Facilities shall try to make a victim advocate from a rape crisis center available to provide confidential support services to a victim (115.21(d)) • Inmate access to outside confidential support services (115.53) • MOU Agreements with community service providers (115.53(c)) • Inmate Reporting (115.51) • Third Party Reporting (115.54) DCCADV provided training to the inmate population on the cycle of domestic abuse, childhood exposure to sexual violence, and historical trauma. DCCADV also explored discussions on the different types of sexual violence and how to recognize warning signs and red flags of abusive and/or predatory behaviors and discuss power and control within relationships in jail. DCCADV also provided two day training on Vicarious Training to the staff. This was part 2 from last year’s training and continued its focus on ensuring that staffs were aware of resources available to assist with personal crisis and workplace trauma given their roles and workplace stressors. The DOC was approved for a grant to create a Victim Services Coordinator position. The Victim’s Services coordinator is a position described in PREA standard 115. 21(d) and (e) and is intended to support victims of community and institutional domestic violence and sexual abuse. This staff would be specially trained as indicated in 115.21(e) and would be responsible for: a) accompanying victims of sexual abuse and supporting the victim through the forensic medical examination process and investigatory interviews; b) providing emotional support services, crisis intervention, safety planning, information and referrals for victims of domestic violence and sexual abuse; c) acting in the place of a rape crisis counselor and ensuring confidentiality for the victim; and d) ensuring access for victims to victim’s services outside organizations, to include seeing that hotlines and mailing addresses are readily and continuously available to all inmates at all five facilities. This staff would also support the DOC’s re-entry program and community corrections by collaborating with re-entry staff to provide inmates with prior domestic violence and sexual victimization referrals for community organizations that can support the inmate’s transition back to the community. DOC was found to be 100% compliant with the Federal Prison Rape Elimination Act standards—involves a comprehensive systemwide facility audit of USDOJ requirements associated with the elimination of sexual abuse in correctional institutions throughout the country. DOC was Re-Audited
PUBLIC SAFETY	ADDITIONAL: Create pathways for returning citizens	DOC OHR	Launched	Ongoing	Ongoing	OHR: Educated more than 163,000 residents about Ban the Box law in employment and the new application of Ban the Box law to housing; held 106 community events, including several business training series to educate businesses about anti-discrimination laws including the new Ban the Box law in housing. DOC: More than 1,800 inmates participated in the Face to Face visitation program, which is an incentive based program that allows inmates with good behavior to receive face to face visitation in addition to video visitation. 65 Inmates received certification from the In2Work program, which enhances employability upon release. 52 Inmates participated in the Work Readiness Training Program. This program prepares eligible inmates for community release through structured programming in work readiness, life skills, computer instruction and post release service delivery planning. Upon release, an appointment is made for the returning citizen with DOES for continuation of services. Held seminars to engage inmates at DOC facilities. Staff representatives from Security, Case Management, Health Services, Culinary and Facilities Maintenance participated in these seminars, which provided a forum for the constructive exchange of information.
PUBLIC SAFETY	Support the delivery of quality emergency medical services backed by evidence-based data, including providing additional resources to allow for better assessment of service delivery, including the evaluation of patient care indicators and other data that goes beyond merely measuring response times.	FEMS ServeDC / FEMS	Launched	Ongoing	Ongoing	FEMS and the Office of Unified Communications (OUC) launched the Pulsepoint mobile application. This application can alert potential bystanders about a nearby victim of Sudden Cardiac Arrest and can transmit the closest location of an Automated External Defibrillator (AED) to that person, facilitating bystander aid in Cardiopulmonary Resuscitation (CPR) before the arrival of FEMS personnel. During 2017, FEMS has been preparing for the launch of the Nurse Triage Line (NTL) which will provide for secondary medical evaluations for “low acuity” patients who call 911 for assistance. The NTL will have the ability to refer patients to non-emergency health care sites when appropriate and to offer transportation options for Medicaid patients. This effort follows recommendations made by the Integrated Healthcare Collaborative and the District will be one of the first jurisdictions in the nation to launch a nurse triage program this comprehensive. The NTL is scheduled to launch in March 2018. FEMS’ cardiac arrest survival rates, as well as its rate of bystander CPR for cardiac arrest cases, increased for the third year in a row in FY 2017. Since October 1, 2015, FEMS has trained over 35,000 citizens in hands-only CPR through the Hands on Hearts initiative. The Department is also working with DGS to place AEDs in every school in the District of Columbia. All of this data, including data measuring FEMS providers’ compliance with medical protocols for time-sensitive illnesses (STEMI, stroke and trauma cases), is available on the FEMS website at fems.dc.gov/page/performance-measures .

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PUBLIC SAFETY	Modernize the department’s fleet maintenance operation to ensure all of our first responders have access to inspected protective equipment and vehicles.	FEMS	Launched	Ongoing	Ongoing	Included full funding for regular replacement of FEMS fleet vehicles in the capital budget. Apparatus delivery continues based on Department replacement plan. Continued partnership with a third party ambulance provider to provide basic life support (BLS) transport of patients. As a result of this purchasing and replacement schedule, as well as the third party ambulance provider, FEMS has a full reserve fleet of transport units. The work to improve the number of new and reserve units for fire apparatus continues and is a work in progress. Since the third party ambulance provider launch, FEMS overall unit availability has improved, ambulance response times have decreased, training hours have increased and maintenance of vehicles has improved.
PUBLIC SAFETY	Provide FEMS with the resources necessary to meet its staffing needs by prioritizing the hiring, training and career development of skilled emergency service professionals, including the number of paramedics required to meet EMS response time targets and provide quality patient care.	FEMS OUC	Launched	Ongoing	Ongoing	<p>FEMS has continued to prioritize the hiring, training, and career development of skilled emergency medical service professionals. Cadet Class 20 started in August 2017 with a projected graduation date of July 2018 for 18 new Firefighter EMT (FF/EMT) members. New recruit classes began in September, October, and November 2017. In September, Recruit Class 381 started 30 entry-level FF/EMTs recruits, and a projected graduation date of April 15, 2018. Recruit Class 382 started in October, with a projected graduation date of March 16, 2018 and 18 Firefighter Paramedic members. At least 2 single role EMTs will join this class for the firefighter training portion in January. Recruit Class 383 started in November with 24 Firefighter EMT members. Over 90 percent of the Firefighter EMT hires have been District residents. With the aggressive and sustained level of paramedic hiring that has occurred during the Bowser Administration, FEMS increased its deployment of Advanced Life Support resources in calendar year 2017 by adding three medic units staffed with paramedics..</p> <p>FEMS also started the Field Training Officer mentoring program for firefighter paramedics, and the first class of FTOs is currently in rotations in the field. The Department developed this program in partnership with our unions. These FTOs mentor our firefighter paramedics in training for 11 weeks on medic units, prior to the mentees moving on to complete their firefighter training. The goal is to give them consistent and quality one-on-one mentoring, and to get a good grounding in the demands of EMS in DC, before they are released into the field as independent providers.</p> <p>Using a third party ambulance provider for low-priority transports continues to provide opportunities for training hours for all members. FEMS began conducting quarterly grand rounds for all paramedics in 2017 on the topics of improving cardiac arrest survival, stroke, delirium, and sepsis. FEMS also partnered with Children’s National Medical Center to provide FEMS paramedics with eight hour rotations in its Emergency Department to observe pediatric patient assessment and treatment.</p> <p>In 2017, OUC completed the following activities:</p> <ul style="list-style-type: none">-Coordinated with FEMS to reassess dispatch response plans to ensure that appropriate resources are readily available.-Created a OUC/FEMS Communications Taskforce which reviewed and devised new communications policies and introduced integrated cross training opportunities for both agencies.-Hired 42 911 operations personnel and reorganized the division’s reporting structure to narrow the span of control.-Since the development of an Office of Professional Standards and Development, the OUC has provided over 50,000 hours of training for call takers and dispatchers.
PUBLIC SAFETY	Increase opportunities that promote community engagement with MPD and all of the District’s public safety agencies by convening bi-annual town hall meetings with District residents in all eight wards to ensure District residents have an opportunity to participate in an open and honest dialogue about public safety in their neighborhoods.	EOM MPD	Launched	Ongoing	Ongoing	<p>In FY17, Chief Newsham and members of the Department at all levels engaged in various community-police events throughout all seven districts including meetings of the Patrol Service Area, the Advisory Neighborhood Commission, Citizens Advisory Council, Coffee with a COP, and numerous public safety panels with Councilmembers in their wards.</p> <p>MPD command staff regularly participates in neighborhood walkthroughs with the Mayor, Councilmembers and other high-level District government officials to hear directly from residents on their public safety concerns.</p> <p>MPD has also successfully launched a new Mobile Community Engagement Academy (MCEA), which provides insight into police operations and the role police officers face every day. The MCEAs have been hosted in houses of worship, empowering 20-30 participants to actively engage in promoting public safety in their neighborhoods. The first MCEA was in coordination with the Mayor’s Office of Latino Affairs and was conducted entirely in Spanish, increasing the effectiveness of the outreach effort. Additional MCEAs were conducted in FY17 with the Asian and Pacific Islander communities.</p>
PUBLIC SAFETY	Support Chief Lanier’s continued leadership of MPD and work with her to achieve their shared vision of making Washington, DC the safest big city in America.	MPD	Done	Ongoing	Done	After a national search, Mayor Bowser selected Chief Peter Newsham to succeed Cathy Lanier as the Chief of the Metropolitan Police Department.
PUBLIC SAFETY	Provide the Chief with the resources necessary to recruit, hire, and train as many officers as possible in a responsible way, with a commitment to bring the size of the force to its authorized strength of 4,000 sworn officers as quickly as possible and, when it becomes necessary, propose funding to increase the size of the force to meet the District’s growing policing needs, in a way that preserves the quality of officers/recruits and ensures the safety of all District neighborhoods, from those that still struggle with crime and violence, to those that need more police attention due to development and rising populations.	MPD DFS	Launched*	Ongoing	Ongoing	<p>DFS benefited from hiring qualified retired MPD police officers to fill senior level crime scene positions, retaining and leveraging critical knowledge and experience. In FY18, DFS received permanent funding to continue filling 17 civilian Crime Scene Sciences positions (temporarily funded in FY17). By increasing the number of civilian crime scene scientists at DFS, MPD CSID officers are able to return to law enforcement duties in FY18.</p> <p>In FY17, MPD sworn attrition fell by 13 percent while hiring rose by 47 percent, which was the first year since FY13 with a net gain in sworn officers. MPD also has more than 100 additional civilians since January 2015.</p> <p>Mayor Bowser’s support for hiring and retention incentives has contributed to stronger staffing. These initiatives include:</p> <ul style="list-style-type: none">• Raising the maximum age of eligibility for the MPD Cadet Program from 20 to 24 in order to increase the pool of talented recruit officers from DC who are available in the coming years.• Enabling experienced sergeants and detectives to remain with MPD after they are eligible to retire through implementation of a senior sergeant and detective program.• Providing education based incentives in exchange for multi-year obligated service agreements.• Funding civilian positions (more than 100 over the past 2 years) that enable MPD to replace officers in positions that don’t require police power with civilians, fill positions being vacated by retiring officers with civilians, or fill new positions (such as the Body Worn Camera program coordinators) with civilians instead of officers.
PUBLIC SAFETY	Support the Chief’s efforts to end hate crimes, work to create a comprehensive multi-agency strategy to identify and reduce violence directed towards the LGBTQ community and improve the city’s strategic efforts to reduce bullying and ensure all youth can be safe in and out of school.	MPD	Launched	Ongoing	Ongoing	<p>MPD continues its multi-year effort to improve response to and handling of bias-motivated crimes, and to support the community in dealing with these targeted acts. MPD actively works to promote the reporting and recognition of hate crimes. All recruits are trained on recognizing hate crimes, and in 2015, we implemented a comprehensive refresher training of all veteran members. All potential hate crimes are reviewed by an internal group that includes the leaders of the Criminal Investigation Division, the Strategic Change Division, the Intelligence Branch, and Special Liaison Branch (SLB) to evaluate if the crimes were motivated in whole or in part by bias, and to ensure that all relevant units are working together to investigate crimes, monitor trends, and support the community.</p> <p>The SLB works with various communities, such as our immigrant, deaf and hard of hearing, and LGBT communities, to build relationships and foster police-community trust that supports reporting. In 2017, SLB increased its outreach to the District’s Islamic and Jewish community. MPD also works with various leaders in the administration of Mayor Muriel Bowser to support a unified approach to hate crimes and to supporting our communities. This includes the District’s Directors of the Office of Human Rights and the Office of Religious Affairs.</p>
PUBLIC SAFETY	Improve the administration of the program by preserving the utilization of speed enforcement cameras deployed in a manner that is supportable by data showing a reduction in driver speed and an increase in pedestrian, bicyclist, and motorist safety.	MPD	Launched	Ongoing	Ongoing	In 2017, the District issued a contract for the operation and maintenance of the automated traffic enforcement cameras.

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PUBLIC SAFETY	Focus on opportunities to proactively engage and support young people before violence occurs by creating a confidential crime and violence prevention hotline that can be promoted in schools and utilized by young people across the District.	All agencies DC Trust (now DMHHS) DYRS DMHHS	Reconsidered	Ongoing	Ongoing	As part of Mayor Bowser's FY2018 Budget, the Office of Neighborhood Safety and Engagement was created to consolidate the work being done by the Safer, Stronger DC Community Partnerships Office and the Community Stabilization Program under one mission – to foster a community-oriented model to violence prevention and public safety employing a strategy rooted in a public health approach. The ONSE is housed at the former MPD Sixth District precinct in Ward 7. Co-located at the same site will be a new team working with 50 individual and DOES for violence prevention programs via DOES.
PUBLIC SAFETY	Support community policing and targeted, collaborative efforts that focus specifically on those neighborhoods in most need of dedicated MPD resources.	DCA / DMHHS DYRS	Launched	Ongoing	Ongoing	
PUBLIC SAFETY	Appoint a Deputy Mayor to focus on issues of specific concern to residents living east of the river, including job creation, housing, transportation, and public safety. (NOTE: This goal exists in the Jobs & Economic Development section, and is only counted once.)	DMGEO	Done		Done	
PUBLIC SAFETY	Support the upgrade and modernization of MPD Headquarters and police stations across the District to ensure that MPD officers work in an environment that reflects the value of their work and supports their ability to do their jobs effectively.	DGS	Launched	Ongoing	Ongoing	DGS supported the modernization and upgrading of many public safety facilities across the District, including: MPD 3rd District Headquarter Renovation (crime scene office, roll call room, community room, men's and women's locker rooms); The Daly Building HVAC Stabilization (project is 65% complete); FEMS Engine 16 - the largest station in the District (renovation completed 1st Qtr FY17); FEMS Engine 22 (project is 75% complete); FEMS Engine 1 (renovation completed 3rd Qtr FY17); DOC HVAC Upgrade (project completed by 3rd Qtr FY17); UCC Redundant Underground Power Feed (project completed 1st Qtr FY17); and MPD Evidence Warehouse Restoration.
PUBLIC SAFETY	Support strategies that target the most violent, repeat offenders who cause the most harm to the community.	MPD	Launched*	Ongoing	Ongoing	<p>The Department continues to implement new crime fighting strategies to identify crime patterns and proactively prevent and address crimes.</p> <p>In 2017, MPD successfully merged its situational and critical response center, operational and strategic crime analysis units, and investigative support unit to provide timely and accurate situational awareness and intelligence to MPD personnel. The Department also hired additional criminal research specialists and deployed two members to the Metro Transit Police to improve joint coordination on armed robbery investigations.</p> <p>In addition, MPD identified 39 households with a high volume of domestic violence calls and reached out to the victim to proactively offer resources related to hotlines, emergency shelters, legal services, and counseling centers. The calls for service for domestic incidents from these households dropped 70% in the following six months. MPD also conducted outreach at apartment complexes and emergency shelters.</p> <p>As a result of these strategies, the number of serious incidents of violent crime in FY17 was lower than at any point since 2003, which included a 31 percent reduction in robberies, a 22 percent drop in homicides and assaults with a dangerous weapon, and a 9 percent decrease in sex abuse. Violent crime decreased throughout the city, ranging from a 9 percent to a 39 percent drop in the seven police districts.</p> <p>In October 2017, Mayor Bowser launched the Safer Stronger DC Office of Neighborhood Safety and Engagement to coordinate violence prevention strategies and programs in the District of Columbia with a focus on utilizing public health approaches to respond to and prevent violence. The Office seeks to reduce violence by identifying, recruiting, and engaging individuals determined to be at high risk of participating in, or being a victim of, violent crime into positive behavioral reinforcement activities. It collaborates with other District government agencies and nonprofit organizations to provide immediate wraparound services to victims and families affected by violent crime. It also coordinates with District agencies and community-based organizations to develop violence prevention programs for individuals residing in priority neighborhoods or who are most at risk of participating in, or being a victim of, violent crime, including through the use of financial incentives for participation.</p>
PUBLIC SAFETY	Prioritize investment in programs like the Summer Youth Employment Program (SYEP), that create and provide opportunities for young people to participate in meaningful activities that support their social and educational growth and development.	DOES MPD OVSJG	Launched	Ongoing	Ongoing	<p>Expanded "Show Up, Stand Out" Truancy Reduction Program to 73 schools (up from 70 schools). Launched a high school truancy reduction pilot program for school year 17-18 in six public and charter schools.</p> <p>DOES partnered with Safer Stronger/DCHA/DYRS/CFSA/DCPS and MPD in an effort to maximize participation in programs by our most vulnerable youth. We hosted several information sessions that were designed for outreach to the hardest to serve communities. OYP also walked the neighborhoods and alleyways where youth normally congregate. In addition, OYP awarded grants to organizations that offered coping strategies for youth who are often affected by trauma and violence in their everyday lives in an effort to remove some barriers and allow youth to work through challenges that they may encounter while at work.</p> <p>DC Career Connections placed 239 participants into Subsidized employment with an average of 30 hours worked weekly per participant. 154 participants were placed in Unsubsidized employment, 145 were placed in Occupational Skills Training and 46 participants were placed in Educational Services. It was discovered that the low placement into subsidized employment and hours worked were a result of participant's having more interest in Occupational Skills Training opportunities that lead to industry recognized credentials and careers along with unsubsidized employment. In order to meet this need, the program has shifted its focus and now an even stronger emphasis has been put on Occupational Skills Training along with Education.</p> <p>---</p> <p>MPD UPDATE MPD continues to focus on developing a pool of qualified potential police officers from the District by working to expand its cadet program and pre-cadet efforts. In FY17, MPD:</p> <ol style="list-style-type: none"> Engaged parents and guardians in early planning for youth to participate in the cadet program through targeted outreach, including distributing flyers and hosting meetings. Successfully completed SY2016-2017 Public Safety Academy, in partnership with Anacostia High School and the Police Foundation, to provide students with exciting curricula, work-based learning, and college-credit opportunities to advance their knowledge of the criminal justice system and allow them to explore various careers in law enforcement. The school year concluded with 51 students. Expanded the eligibility criteria for cadets, changing the maximum age of program participants from 20 years of age to 24 years of age. As of November 2017, the Department has 53 participants in the cadet program (26 cadets between the ages of 17 and 20 and 27 cadets between the ages of 21 and 24) which is over a 60 percent increase over the same time last year. Additional applicants are in the background process. <p>The Department also established the Junior Police Expeditioner Program (6th – 8th grade) and Police Expeditioner Program (high school – 20 years of age) program, in partnership with the Washington DC Police Foundation. Students from all across the District, in public, private and charter schools, participate in engaging activities with patrol officers to learn more about the profession. Many of the students seek to become cadets and/or officers with our Department. The program launched in September 2017 with 30 students involved and is anticipated to grow over the coming year.</p> <p>---</p>
PUBLIC SAFETY	Provide the Chief with the resources necessary to recruit, hire, and train as many officers as possible in a responsible way, with a commitment to hire qualified District residents and increase the availability of resources available for MPD and FEMS training programs at UDC and the Community College.	MPD	To Launch	Ongoing	Ongoing	<p>MPD is continuing the Public Safety Academy at Anacostia HS for the SY2017-2018 year to train DC students and give them a direct path to the MPD Cadet Program from high school. The Academy, which currently has 38 students for the SY2017-2018 year, prepares students for career opportunities in law enforcement, offering a rigorous core academic curriculum complemented by a series of law enforcement electives, mentoring by cadets in the MPD Cadet Academy, and paid summer internships in the law enforcement field. Upon successful completion of the academy course requirements and graduation, students can enroll in the MPD Cadet Academy.</p> <p>In addition, the Metropolitan Police Department has been working on deploying various innovative recruitment strategies to promote the employment opportunities within the Department. MPD has been contracting with a private company to develop an innovative recruitment campaign. The agency also now offers housing assistance to new officers for six months while residing in the District. And it has expanded its offerings of college loan repayments and college course reimbursements for officers. Finally, the Department is collaborating with the Lab@DC to design other innovative methods to reach out to potential candidates in the District.</p> <p>These efforts are having significant results. In FY 2017, the size of our police force increased by 84 sworn officers – the first increase since FY 2013. And with the Mayor's leadership and support, MPD has been able to increase the number of civilians by more than 100 over the past three years – which allows more officers to be deployed to patrol duties. MPD has also been able to maintain a Reserve Officer force of 74 members. The Department's Reserve Officers are dedicated, community-oriented volunteers who serve alongside MPD sworn officers and make our city safer.</p>

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
PUBLIC SAFETY	Ensure that all District agencies, particularly MPD, FEMS and HSEMA, are fully equipped and prepared to deal with emergent situations including natural disasters, public health emergencies and terrorist and criminal threats.	OCA OCME OUC HSEMA FEMS MPD	Launched	Ongoing	Ongoing	<p>In 2017, HSEMA began the implementation of quarterly Consequence Management Team (CMT) exercises to provide a forum for cabinet level officials to become more familiar with the District Emergency Response process. HSEMA hosted the first exercise in the series, the District CMT Hurricane Table Top Exercise (TTX), on June 22, 2017. This TTX focused on hurricane planning and provided a forum for CMT members to gain familiarity with the District Response Plan, the District’s Hurricane Checklist, and the CMT coordination process. The exercise, which actually began on June 20 and 21, 2017 with Operations and CMT coordination calls, took participants from immediate preparation for a hurricane through response and, finally, to short-term recovery operations.</p> <p>In addition to the Hurricane TTX, DPW and HSEMA hosted a series of workshops and exercises in October 2017 in preparation for the 2017/2018 snow season. These activities included two events: a Snow Summit and a snow season Dry Run. The Snow Summit provided the opportunity for cabinet-level agency leaders to review the current status of preparedness efforts related to the upcoming snow season. The Snow Dry Run was conducted as part of the District’s Mainline Exercise Series and gave participants an opportunity to review and rehearse snow-related procedures.</p> <p>OUC completed the following activities in 2017:</p> <ul style="list-style-type: none">-Maintained resiliency of our 911 operations by operating both primary and backup call centers on 24/7 basis.-Acquired grant funding to procure a mobile communications and command center (THOR - Tactical Homeland Operational Response) which will provide 17 additional emergency call taking/positions during COOP scenarios.-Held active participant roles in large scale mass care, complex coordinated attack, and disaster evaluation and planning exercises and training.-Pursued certification to participate in the National Telecommunicator Emergency Response Taskforce (TERT), which will support regional efforts to coordinate the deployment of telecommunications operations and support personnel between 911 centers during large disasters or other major incidents. <p>OCA: The Office of Resilience, housed within the City Administrator’s Office, coordinates the District’s strategic investments and scaleable innovations to better prepare our city and residents for disasters and lessen the impact of chronic social stresses from climate change, urbanization, and globalization.</p> <p>FEMS: Increased the District’s ambulance fleet to transport low-priority medical calls, thereby allowing FEMS ambulances to focus on responding to critical medical emergencies.</p> <p>MPD: After deploying body-worn cameras to all patrol officers, released the results of a study The Lab @ DC measuring the impact of BWCs on police-community interactions. This study was the largest such study undertaken in the country.</p>
TRANSPORTATION	Adopt “Vision Zero,” a transportation safety approach that focuses on key areas including engineering, education, enforcement, and policy formulation, to eliminate dangerous behavior on our roadways, in all communities. The goal of “Vision Zero” is straightforward: reduce serious injuries and fatalities on our streets to zero by 2024.	DDOT	Launched	Ongoing	Ongoing	<p>Since initiation of Vision Zero, this was the third consecutive year of High-Crash Intersection site visits conducted, as well as the third consecutive year of Vision Zero grantees selected. Other critical action plan strategies that have been completed or are near completion include:</p> <ul style="list-style-type: none">-Launch of the Major Crash Review Task Force.-Initiation of a contract with a data science partner to build a Risk Analysis Model, which will help understanding of the characteristics of dangerous locations, and help prioritize improvements that prevent severe injury crashes and fatalities.-Development of a new public-facing website to report Vision Zero progress, which will be integrated with the District’s Open Data Hub when finished in the next calendar year.-Video Analytics with Microsoft: DDOT, OCTO, and Microsoft are collaborating in a cutting-edge partnership between that uses video footage and crowdsourcing to detect near-miss traffic incidents and prevent future traffic crashes.-Installation of 3.3 miles of new bike lanes, 7 intersection locations with bicycle improvements, .6 miles of new trail, 3.4 miles of rehabilitated trail, .5 miles of missing sidewalk segments, a new Barnes dance / pedestrian scramble, 3 new traffic signals, 2 new HAWK signals, 4 new Rectangular Rapid Flashing Beacons, 15 new Leading Pedestrian Intervals, and 21 new signal/signage/markings modifications.
TRANSPORTATION	Designate a senior DDOT official to be the agency’s Transportation Equity and Inclusion Officer, in order to ensure that the District’s policies and plans make accessibility a priority.	DDOT	Launched	Done	Done in 2016	
TRANSPORTATION	Continue to focus on strengthening options for residents that utilize Metrobus by improving transportation services provided to individuals with disabilities, adding capacity to underserved transit corridors, and encouraging the use of dedicated lanes, traffic signal priority, and real-time arrival screens at stops.	DDOT DFHV	Launched	Ongoing	Ongoing	<p>In FY17, DFHV continued to offer the Neighborhood Ride Service by Taxicabs (NRS) to close transit gaps in underserved neighborhoods. Passengers are picked up and dropped off along fixed routes within Wards 4, 7 and 8. For only \$3.25, riders can hop on or off at stops within their ward. Through the end of FY17, NRS has given nearly 5,700 rides.</p> <p>As part of Phase One implementation following the 16th Street NW Transit Priority Planning Study, DDOT has added Transit Signal Priority (TSP) to 33 signals along the 16th Street corridor, installed a queue jumper at 16th and U Street, and extended AM and PM rush hour by 30 minutes along 16th Street as part of WMATA’s Safetrack plan. These service improvements aim to improve bus operations on 16th Street.</p> <p>DDOT secured more than \$1 million in new funding for additional Metrobus services on 14th Street NW (Metrobus 59) and Alabama Avenue SE (Metrobus U8) and secured an additional \$1.5 million in Federal Transit Administration funds to support bus stop accessibility improvements. DDOT coordinated the restructuring of Metrobus routes to improve service to the Southwest Waterfront area to serve new development. In July 2017, DDOT initiated Bus Infrastructure Support Services task order to facilitate design and implementation of improvements to address congested intersections, accessibility improvements at bus stops, transit signal priority, and related improvements across the District.</p> <p>To improve Circulator performance, DDOT has acquired half of the total of 40 new buses and expects completion in 2017/2018. DDOT is also working with DGS to identify a bus maintenance facility to properly maintain Circulator buses.</p> <p>DDOT will continue its program of systematically optimizing the timings of all traffic signals. 1243 traffic signals have been optimized to-date. In FY 2017, DDOT will complete optimization of last 384 traffic signals (Eastern corridor) in the system. DDOT intends to continue this system-wide optimization program once in every five years (1600+ traffic signals).</p>
TRANSPORTATION	Seek additional investments from local, regional, and federal partners to ensure that the system’s infrastructure can effectively serve the region’s needs today and into the future.	DDOT	Launched	Ongoing	Ongoing	<p>WMATA has articulated a 10-year \$15.5 billion need for critical capital projects, increasing average annual investment to \$1.5 billion. Based on the WMATA’s proposed FY2019 budget, the District’s share of the WMATA capital budget would increase from \$127 million in FY18 to \$281 million in FY19. The District is working with the CFO on how to proceed and fund the District’s share of the WMATA Capital Improvement Program. On November 7, 2017, DC Council unanimously introduced Washington Metropolitan Area Transit Authority Dedicated Funding Act of 2017. The legislation would enact a .75 cent sales tax in the District of Columbia to provide additional funding to maintain and improve the transportation system of the Washington Metropolitan Area Transit Authority subject to the passage of legislation by the Maryland General Assembly and the Virginia General Assembly dedicating an equivalent increase in sales tax revenue.</p> <p>The region looks forward to the release of the LaHood Report on WMATA on December 5th. The report is expected to make recommendations on WMATA governance reform and the agency’s long term capital funding needs. It will describe areas for improvement at WMATA and opportunities to generate additional revenue and reduce costs.</p> <p>WMATA’s capital spending level has improved during the past two fiscal years as they ramp up capital projects. In FY17, they expended \$1.163 (99 percent) of their amended \$1.176 billion capital budget.</p>
TRANSPORTATION	Lead a comprehensive assessment of the DC Streetcar project to learn from missteps made, correct planning and operational deficiencies by reforming the District’s procurement apparatus, and responsibly and confidently move forward with an expansion of streetcar service in a way that meets the needs of District residents and visitors.	DDOT	To Launch	Launched	Done	<p>The DC Streetcar has seen a steady rise in ridership numbers since the H Street/Benning Line launched in 2016. Annualized average daily ridership has increased from 2,300 in FY 2016 to 3,090 in FY 2017. The milestone of one million riders was passed in March 2017. Advanced planning efforts for the westward extensions are currently underway. For the eastward extension, the Environmental Assessment document is completed and final environmental clearance is expected in 2018. The Preliminary Engineering is being initiated for the streetcar line extension along Benning Road and rehabilitation of the Benning Road Bridges.</p>

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
TRANSPORTATION	Continue efforts to expand bicycle lanes throughout the District to ensure that bicyclists have a safe space to ride and pedestrians and drivers alike have more predictable streets and traffic patterns, including by expanding the Capital Bikeshare program to more neighborhoods, including those that have been historically underserved by public transit, by increasing educational outreach to promote bicycle safety, and by dedicating the appropriate resources to complete the Metropolitan Branch Trail (MBT).	DDOT	Launched	Ongoing	Ongoing	DDOT completed the rehabilitation of the 3.5 mile Oxon Run Trail, completed and opened the Klinge Valley Trail, and awarded the design-build contract for the extension of the Metropolitan Branch Trail (MBT) from Brookland to Fort Totten. The project will break ground in spring 2018 with substantial completion by the end of calendar year 2018. DDOT conducted extensive public outreach on the Fort Totten to Takoma section of the MBT in 2017. Final design is expected to be completed in 2018 with construction in 2019.
TRANSPORTATION	Utilize public private partnerships to expedite major infrastructure projects.	OP3 / DDOT	To Launch	Launched	Ongoing	DDOT is working with OP3 to deliver the Streetlight Modernization Project through a P3 approach. DDOT continues to move forward with the intention of converting all District streetlights to LED advanced technology by 2027, which is expected to save the city more than \$3 million on annual electricity costs. It will also provide the opportunity to add other appurtenances to the lights, which may add services like public Wi-Fi and enhanced cellular service.
TRANSPORTATION	Appoint an innovative leader to guide DDOT as it increases focus on meeting the basic needs of District residents, including sidewalk improvements, alley repairs and street paving needs, while exploring cutting-edge ways to increase transit options for all who visit, live, and work in the District. This individual will work together with city officials to incorporate transportation into every component of city planning while maintaining a fully functioning agency that is responsive to the safety needs of District residents.	DDOT	Done		Done in 2016	
TRANSPORTATION	Create a Parking and Congestion Task Force to identify and recommend legislative and regulatory solutions to ease congestion and address the long-term parking needs and concerns of District residents and visitors. (e.g. accommodating parking near city churches). The Task Force will look at best practices employed by jurisdictions in the region, and across the country, to make sure that District efforts are current and evidence-based.	DDOT	Reconsidered	Launched	Ongoing	<p>The District Mobility study report was completed in early FY17. The District Mobility website was launched in Feburary 2017 with 2015 data and updated with 2016 data in October 2017. A process for ongoing updates is in place. The data on the site establishes a baseline understanding of congestion issues and is becoming the first data point staff consider when looking at issues. The data behind the website is being used on a number of agency projects to expedite analyses. Staff are also developing expertise with more "big data" sources that can provide a more nuanced understanding of issues; there is a funded research project in 2018 to improve engagement with those datasets.</p> <p>DDOT advised DPW on strategic corridors to focus resources to most effectively institute peak-hour towing initiatives. DDOT launched the Connecticut Avenue Nightlife Parking Pilot, which reallocates previous parking spots to curbside space for for-hire vehicles. DDOT is monitoring to determine the program's impact on congestion.</p>
TRANSPORTATION	Create a Parking and Congestion Task Force to identify and recommend legislative and regulatory solutions to ease congestion and address the long-term parking needs and concerns of District residents and visitors. (e.g. accommodating parking near city churches). The Task Force will look at best practices employed by jurisdictions in the region, and across the country, to make sure that District efforts are current and evidence-based.	DDOT	Reconsidered	Launched	Ongoing	The parkDC: Penn Quarter/Chinatown pilot has continued in 2017 and had 4 additional price changes. A comprehensive evaluation of the pilot is underway and the results will be available in early 2018.
TRANSPORTATION	Convene a cross-agency team of government officials to review the District's model of transportation governance, with the goal of identifying potential savings and/or efficiencies that could be realized by increased collaboration or consolidation.	DDOT	Launched	Done	Done in 2016	

Area	Priority	Agency	Status 2015	Status 2016	Status 2017	Update 2017
TRANSPORTATION	Encourage and promote transportation innovation by convening a working group comprised of transportation policy experts, thought leaders, inventors, and local residents, to identify efficiencies and technologies that can be utilized to expand and improve transportation access, including mobile application advances, roadway design, and the expanded use of electric vehicles to provide safe, efficient and cost-saving services to District residents. These efforts will also focus on climate action and ensuring that the District is leading the way in reducing carbon emissions and incorporating green technology into future planning.	DDOT	Launched	Ongoing	Ongoing	DDOT continues to engage in the SmartDC initiative and is coordinating with industry and thought leaders on innovative transportation initiatives and data sharing opportunities. One examples is the SPaT data pilot (Signal Timing data) that is being used by Audi to provide signal timing to the vehicle at intersections.
TRANSPORTATION	Create Seniors on the Move, a District-wide initiative designed to ensure the District's Seniors are aware and can take advantage of the new and exciting transit options that are making District neighborhoods more accessible than ever before. Additonally, work with the Office of Disability Rights (ODR) to ensure that residents with disabilities are also able to enjoy the expanding transit options available in the District.	DMHHS / DDOT / DFHV	Launched	Ongoing	Ongoing	<p>In FY2017 , Transport DC gave over 173,000 taxicab trips for over 5,000 residents with disabilities, including seniors. Transport DC averaged over 14,400 rides per month in FY17 and spent nearly \$4 million.</p> <p>The team responsible for addressing accessibility issues around the Americans with Disabilities Act (ADA Team) continues to make significant strides towards ensuring accessibility of the District's public rights of way for all residents through the following initiatives:</p> <ul style="list-style-type: none">- Completed inventory of accessibility barriers to District rights of way (January 2017) and is publicly available on DDOT's website;- Developed prioritization criteria to be implemented in service requests and future development of the Sidewalk Condition Map;- Implemented public interface that allows constituents to file ADA complaints with DDOT, which is available on the DDOT website;- Using \$6 million dedicated funding to address sidewalk repairs and provide/improve accessibility; and- Developing a system to provide way finding to persons with disabilities by capitalizing on the District's inventory of barriers.